

ENGAGE. ENRICH. UNITE.

2023 ANNUAL REPORT



**CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA**



ENGAGE. ENRICH. UNITE.

Our 2023 theme reflects our ongoing mission to engage club management professionals, enriching their professional and personal growth with dynamic and evolving educational opportunities and uniting the industry for the benefit of all.

CMAA MISSION STATEMENT

The Club Management Association of America advances the profession of club management by fulfilling the educational and related needs of its members. Our vision is a thriving club industry led by CMAA-educated professionals.

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CHAIRMAN'S MESSAGE



2023 CHAIRMAN

Michael Seabrook, CCM, CCE

A YEAR OF POSSIBILITY

It was a year of possibilities realized as CMAA moved forward on multiple strategic initiatives and emerging priorities. We made considerable progress on our four strategic initiatives, including:

Diversity, Equity, & Inclusion – We continued to work on diversity, equity, and inclusion through the efforts of our National Committees, Board, and staff by using the data collected from year one of the DEI benchmarking tool. This initiative will continue to be at the forefront of our Association's efforts as we embark on year two of data collection in 2024.

Recruiting and Retaining Mid-Management Professionals – A Mid Manager Task Force, led by Casey Newman, CCM, was created to focus on solutions to recruit and retain mid-management professionals. The group has met several times and is working diligently to develop new offerings for this valuable membership segment. The Mid-Management Conference will return in-person in Philadelphia, PA, in the fall of 2024.

Collaboration with the National Club Association (NCA) – We worked to strengthen our relationship and enhance learning opportunities for our members. In August, CMAA and NCA jointly released *Private Club Governance: A Handbook of Principles and Best Practices, Published for Club Leaders* and held follow up education session, in-person and virtually, in September. Both Association's Executive Committees have been corresponding about future initiatives and would like to build on this foundation in the future.

Updating CMAA's Strategic Plan – The plan was last updated prior to the pandemic; however, the world has changed and so should our strategic plan. The Board of Directors met in July for substantive discussion on amendments to the 2020 CMAA Strategic Plan, framed by the feedback received at the National Committee Meetings earlier this year. The conversation was robust, and more information will be shared as the plan is launched in 2024.

Updated Code of Conduct – Following the World Conference, the Board of Directors began the consideration of the establishment of a disciplinary committee, as a subset of the Bylaw & Policy Committee and the formalization of a disciplinary process for our association. We currently have a *Code of Expected Conduct* at CMAA programs and events. We want to ensure this is being followed

and we have a working process when disciplinary issues may arise. This is no different than most clubs where we want to ensure everyone, including staff, is in a safe and professional environment enjoying CMAA programs. Following the Leadership/Legislative Conference, the Board of Directors approved an updated [Events Code of Conduct Policy](#). CMAA is committed to fostering a welcoming environment that is safe, collaborative, and productive for supporting dialogue and discovery for all involved at CMAA national events. CMAA truly values the contributions of all attendees and participants at its meetings and events. This new policy complements our established Code of Ethics and Conduct and Diversity, Equity, and Inclusion Statement, and is applicable to both live events as well as any virtual gathering or event that is hosted by CMAA.

Renewal of President & CEO – In October, the Executive Committee renewed the employment contract of President & CEO Jeff Morgan, FASAE, CAE. The new arrangement extends Jeff’s service for an additional three-year period through September 30, 2026. Jeff first joined CMAA in October 2014. Under his leadership, CMAA has expanded its member offerings and benefits, including diversified professional development, enhanced research and resources, and a reinvigorated The Club Foundation. Despite a global pandemic, the past three years have been prosperous for CMAA under Jeff’s direction. Our association has maintained a solid financial footing while expanding educational opportunities – both in person and virtually for a growing membership. His continued leadership of the National Headquarters team will enable us to further advance our mission as we approach our 100th Anniversary in 2027.

The Spirit of CMAA – Throughout the year, the spirit of CMAA globes journeyed around the country and internationally. These globes were a visual reminder of the amazing connections amongst and between our members. I was thrilled that our members and Chapters embraced this idea, showing the strength of the connections in our community, and included this spirit in so many of their activities. The photographs were shared through *Club Management magazine*, Flickr, and on social media.

It has been my privilege and honor to serve as your 2023 CMAA Chairman. I hope you will join me in appreciating and celebrating possibility for each of us and our Association. When I started this journey in February of last year, I shared that for me, anything is possible. As I reflect on this year, I am proud of what we have accomplished and how we have moved this profession forward. I am so grateful to have been part of something greater with all of you.

PRESIDENT & CEO'S MESSAGE



2023 PRESIDENT & CEO

Jeff Morgan, FASAE, CAE

ENGAGE. ENRICH. UNITE

Throughout the year, CMAA and our National Headquarters team have worked to engage, enrich, and unite all of our members. Inside this report, you will find the full operational details of our year.

Here are a number of noteworthy highlights:

Opening the Doors of Clubs to the Next Generation of Club Management Professionals – Students have long been a very important CMAA member segment. More than 38 student chapters and colonies exist at colleges and universities across the country. By joining CMAA during college, these students are taking steps to further their professional and career development through meetings, events, practical experiences, internships, education, and conferences. In 2023, CMAA expanded its engagement, investment, and outreach with current and potential student members, helping to drive more talent into the club management industry. Students today have many choices in the hospitality landscape and may not even be aware of the wealth of outstanding career opportunities in the club industry. These outreach efforts were made possible by The Club Foundation's Chairman's Fund and its donors.

- **#ChooseClubs Campaign** – At the World Conference, CMAA officially launched its #ChooseClubs campaign with the unveiling of an educational recruitment video. It is the first piece of the full campaign on #ChooseClubs that CMAA will be launching to current students, hospitality faculty, and others interested in the field. The video showcases how clubs are not just a great place to belong; they offer outstanding employment opportunities. In June, CMAA launched the second video focusing on the voices and perspectives of individuals working in the industry.
- **National Student Education Conference** – Held November 3-5 in Palm Beach, FL, this sold-out Conference was a valuable opportunity for student members to enhance their CMAA experience by attending educational opportunities curated specifically for students. The curriculum focused on teaching valuable life skills, club industry-specific tips and tricks, building a strong network, and exposure to stunning club experiences.

- **Verified Internship Program** – In March, CMAA officially launched the Verified Internship Program, developed to elevate, and streamline club internship offerings. Because clubs differ widely in their membership size, culture, and offerings, it may be difficult for students to know exactly what they can expect from their internship experience. This verified internship criteria helps manage the expectations of students, faculty, and managers, and holistically showcases what a career in the club industry looks like.

Membership – Following a record membership year in 2022, this year brought a continued influx of new members. We welcomed 1,000-plus members and now represent more than 7,800 CMAA members. These numbers are both significant and record highs. Our team enhanced its onboarding process this year to ensure members are educated and informed about the full range of education and resources available to them.

Research – Through CMAA’s partnership with Club Benchmarking, our research capabilities have been enhanced. Club Benchmarking will power CMAA’s annual surveys, including the Club Finance & Operations Report and the Compensation & Benefits Report, as well as the biennial Club Governance Policies & Procedures Report. CMAA members will have access to select areas of the online Club Benchmarking Platform for additional analysis. This valuable tool will allow CMAA members to analyze, compare, and improve their club’s performance in relation to CMAA’s Universal Key Club Performance Indicators.

Targeted Professional Communities – CMAA’s Communities provide club professionals with opportunities to connect, learn, and engage with other individuals who are involved and interested in various segments of club operations. Current CMAA members may opt into these Communities as a part of their CMAA membership. Non-CMAA members can subscribe to the Communities to take advantage of the benefits, including an online community, quarterly webinars, and in-person Summits. In 2023, CMAA successfully launched three communities – the Club Wellness Community (formerly the Club Spa & Fitness Association (CSFA), the Communications Community, and the Club Chefs Community.

On behalf of the National Team, we look forward to continuing to move these initiatives forward in 2024 and working with our dedicated and committed members. Thank you to all our members and volunteers who support these efforts!

AUDITED FINANCIAL INFORMATION

Statement of Financial Position

Assets

Current Assets	2023
Cash & Cash Equivalents	5,910,678
Accounts Receivable	841,921
Pledges Receivable	188,725
Prepaid Expenses	718,883
Total Current Assets	7,660,207
Pledge Receivable non current	224,854
Investments in Marketable Securities	5,989,088
Other Assets	310,519
Property & Equipment	1,265,798
Total Assets	15,450,466

Liabilities and Net Assets

Accounts Payable	265,178
Accrued Expenses	1,314,618
Deferred Income	5,261,677
Mortgage Payable, Current Portion	83,586
Total Current Liabilities	6,925,059
Mortgage Payable, Long Term Portion	2,008,110
Other Liabilities	310,519
Net Assets	6,206,778
Total Liabilities and Net Assets	15,450,466

Statement of Activities

Revenues

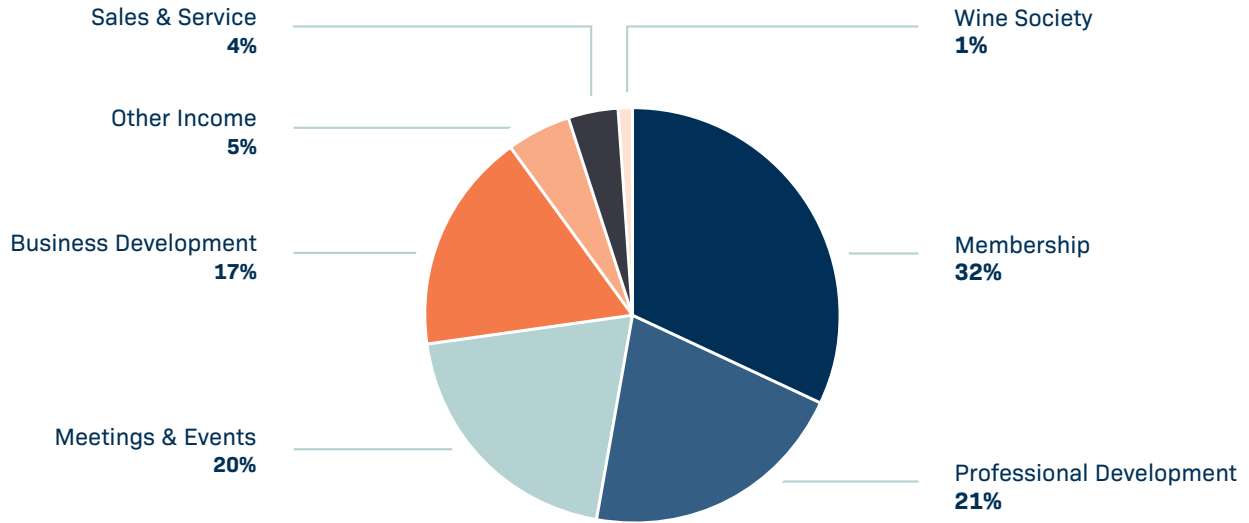
Member Dues	4,110,930
Meetings & Events	2,636,136
Professional Development	2,755,549
Business Development	2,223,314
The Club Foundation Contributions and other income	437,479
Investment Income <Loss>	180,468
Career Services and Other	459,012
Advertising Income and Other	76,012
Wine Society	123,515
Total Revenues	13,002,415

Expenses

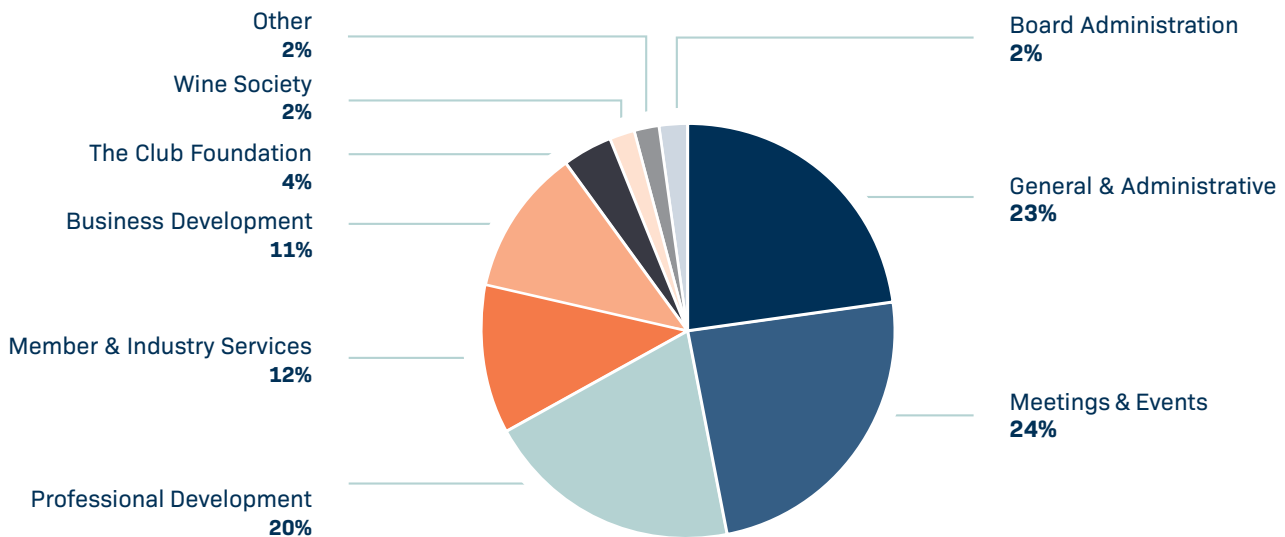
Meetings & Events	2,943,286
Professional Development	2,523,209
General Admin & Board Comm	3,128,432
Business Development	1,340,532
The Club Foundation	482,829
Member Services	1,495,944
Wine Society	213,738
Other Expenses	253,565
Total Expenses	12,381,535
Change in Temporarily Restricted Net Assets	<43,381>
Changes in Net Assets	577,499
Net Assets beginning of year	5,629,279
Net Assets end of year	6,206,778

Other

CMAA CONSOLIDATED OPERATING REVENUE BY SOURCE FISCAL YEAR 2023



CMAA CONSOLIDATED OPERATING EXPENSES BY ACTIVITY FISCAL YEAR 2023



MEMBERSHIP PROFILE & ENGAGEMENT

2023: Still Breaking Records for Membership Growth!

2023 MEMBERS

Once again, CMAA welcomed a record-breaking number of new members in 2023.

New Member Onboarding Process Update: Throughout 2023, CMAA staff and members of the Membership Committee worked diligently to update CMAA’s new member onboarding process. The new process launched on November 1. All new members who join now receive a simplified and elevated member welcome box. The box showcases CMAA’s 2024 annual theme: **There’s No Place Like CMAA!** The box includes:

- CMAA Chairman’s welcome letter
- CMAA membership certificate
- Updated Membership Guide brochure
- Guide to Certification brochure
- Most current issue of *Club Management* magazine
- CMAA Member pin
- CMAA notebook
- CMAA sticker

Additionally, new members now receive a series of monthly emails throughout their first year of membership that detail all CMAA’s offerings and member benefits. This new onboarding process breaks down CMAA’s benefits and resources into small, consumable pieces of information for individuals to absorb during their first year of membership.

New CMAA Professional Members

Month	2021	2022	2023
January	45	91	139
February	85	93	95
March	70	87	88
April	73	128	94
May	42	56	90
June	62	65	76
July	61	78	68
August	48	82	89
September	130	100	125
October	110	134	119
November	105	84	94
December	93	77	87
Total	924	1075	1164



New Member Meet & Greet: CMAA held quarterly New Member Meet & Greets in 2023. All new members who joined in 2023 were invited to participate in a Zoom webinar, hosted by CMAA Chairman Michael Seabrook, CCM, CCE, along with various CMAA staff members. CMAA staff members briefly introduced themselves to attendees and shared their responsibilities within the Association so new members could begin to make connections at CMAA Headquarters. The second part of the webinar placed attendees into breakout rooms where they could mix and mingle with other new members and ask questions in a smaller setting. This year, members of the Membership Committee attended the Meet & Greets to share their tips and advice on how to maximize CMAA membership.

2023 LONGEVITY

Many years ago, the CMAA Board of Directors established an annual Longevity Program to show its appreciation for the ongoing commitment of the men and women who have been members of the Association for 10, 20, 30, 40, 50 or 60 years. Applicable members are presented with a custom-designed pin acknowledging their years of continued support. This year we recognized hundreds of outstanding individuals who reached these membership milestones in 2023. Together, these individuals have a combined total of 5,450 CMAA membership years — an unbelievable commitment!

NOTABLE MEMBERSHIP MILESTONES IN 2023

Celebrated 50 Years

- Jack Parker, CCM
- Mac A. Winker, MCM



GENERAL MEMBER PROFILE

7,805

Number of Members

1,164

New Professional Members

751

New Student Members

CHAPTER PROFILE

40

CMAA Chapters

40

CMAA Student Chapters and Colonies

733

Chapter Officers, Directors, and Chairmen

33

Managing Directors

53

Chapter Idea Fair Entries

21

Chapter of the Year Entries

Communities & Member Interest Groups

CMAA's Communities and member interest groups continue to grow and offer both in-person and online connection opportunities. More expansion will come in 2024 – stay tuned for communities designed for club human resources (HR) and membership/marketing professionals. Through CMAA Connect, thousands of members and subscribers get a more enriching membership experience.

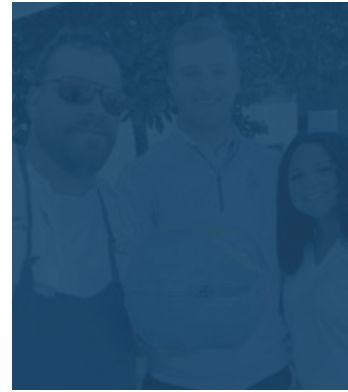
BEST PRACTICES EXCHANGE

This widely sourced, active group has become the catch-all for all things club management. With more than 3,700 discussions (a 33 percent increase from 2022!) and 627 involved members, the Best Practice Exchange's daily discussions are the go-to place for CMAA members to ask questions and engage with other industry professionals on topics ranging from important initiatives and strategies to day-to-day club operations.

WOMEN IN CLUB MANAGEMENT (WCM)



The WCM member interest group has been a constant on CMAA Connect and Zoom. Since April of 2020, monthly Zoom calls have been held with Shelley MacDougall, one of CMAA's executive coaches, and CMAA WCM members. There were 10 Zoom calls available throughout the year for the 374 members, plus a World Conference session in Orlando, FL. The expert- or member-led calls allowed facilitators to choose the topic of conversation and share their knowledge and keep the group conversation going. This year's calls featured discussions about how to empower your career journey with purpose, and workplace communication strategies. The group has started using the discussion board on CMAA Connect a little more this year, having more than 20 discussion threads, which gives members another outlet to engage with one another.



WINE SOCIETY



In 2023, the Wine Society was comprised of 365 members. The Wine Society hosted more than seven webinars for the membership. Some featured the provision of wines to Society members at no additional cost, enhancing the full tasting and education experience. Wine Society members also had access to a webinar series hosted by Kevin Zraly, at no additional cost to them (saving our members more than \$300 each). Feedback on these webinars continues to be positive.

CLUB WELLNESS COMMUNITY



The Club Wellness Community (CWC) was launched in the beginning of 2023 (formerly the Club Spa & Fitness Association), as CMAA's first subscriber community. This community provides club professionals with opportunities to connect, learn, and engage with other individuals who are involved and interested in various segments of health and wellness in the club space. CWC hosted a Club Wellness Webinar series in September and October and was a great success with close to 40 registrants in attendance for each program. More than 175 individuals are participating in this community. Current CMAA members may opt into the CWC, as they are included with a CMAA membership; non-members may subscribe to the CWC to take advantage of the benefits.

COMMUNICATIONS COMMUNITY



In March of 2023, the Communications Community debuted, coinciding with the Communications Summit held in Houston, TX. This in-demand Summit was sold-out with 105 attendees. The year-round opportunities continued with two webinars, focusing on building your club brand and tech tips and tips. The online community has had more than 62 discussions and has a robust library of resources, such as job descriptions, compensation and benefits reports, and style guides. More than 145 individuals are participating in this community. Current CMAA members may opt into the Communications Community as part of their CMAA membership. Non-CMAA members can subscribe to the Communications Community to take advantage of the benefits.

CLUB CHEFS COMMUNITY



The Club Chefs Community was launched in the fall of 2023 following another successful Chef Summit hosted in Scottsdale, AZ. This in-demand Summit was sold out with attendance by 120 club chefs and other interested members. Following the Chef Summit, the online community was launched and now has more than 20 subscribers. In December 2023, the community hosted its first webinar with Executive Chef Jarod Farina, who presented a session on cannabis infused cuisine for more than 50 managers and chefs.

Student Membership & Development

MEMBERSHIP

New Student members have increased by two percent from 2022; total student membership sat at 1,303 active students (751 new) for 2023!

LAUNCHED A CMAA VERIFIED CLUB INTERNSHIP PROGRAM

Along with the work of a dedicated CMAA member-driven task-force, CMAA has launched a Verified Club Internship Program to elevate and streamline club internship offerings. Because clubs differ widely in their membership size, culture, and offerings, it may be difficult for students to know exactly what they can expect from their internship experience. This verified internship criteria helps to manage the expectations of students, faculty, and managers, and holistically showcases what a career in the club industry looks like.

NATIONAL STUDENT EDUCATION CONFERENCE

Originally capped at 100, CMAA increased capacity so 120 students could attend the 2023 National Student Education Conference (NSEC) held in November in Palm Beach, FL. CMAA student members got to experience curriculum curated specifically for aspiring club managers, as well as tour many amazing clubs. A special thanks goes to The Club Foundation and the Chairman's Fund for their financial support of NSEC.

STUDENT AWARD PROGRAMS

Students members and Student Chapters had many ways to engage and be recognized in various award programs. The Student Chapter Idea Fair was held at the World Conference in Orlando and there were 14 submissions. Faculty categories were added to the 2024 competition. The Student Shark Tank Competition had three rounds of competition, ending with the final round held live at the World Conference and Club Business Expo in Orlando, FL. This competition will return in 2024. CMAA also continued its current student award programs: the New Student Member Recruitment Contest as well as the Student Chapter of the Year.



Member Communications

LET'S TALK CLUB MANAGEMENT PODCAST REACHES 100

Since its inception in 2018, the Let's Talk Club Management podcast has striven to provide listeners with an in-depth look at the club management profession. With insider stories of first-hand experiences to best practices from Association leaders, listeners receive the best information and a side of fun.



In 2023, the podcast reached 100 episodes and is still growing. To celebrate this milestone, the podcast went on the road and visited longtime podcast supporter Jeff Isbell, CCM, at Renaissance in Haverhill, MA. Jeff joined as the “third mic” and the conversation ran the gamut, covering the club management career field, Jeff’s professional journey, and everything in between. In 2023, the podcast has amassed more than 18k plays.

HARNESSING AI TECHNOLOGY IN CLUB MANAGEMENT WEEKLY

Artificial Intelligence (AI) was a buzzword in 2023, and that was no exception at CMAA. Podcasts, articles, and more focused on and discussed how AI is being incorporated into many aspects of the club management profession.

Club Management Weekly extends the content of CMAA’s official magazine and brings leading management and leadership resources to a weekly, easily digestible format. Since its launch in 2020, the newsletter has utilized AI technology to provide a personalized reading experience. Club Management Weekly pulls from sources such as the *Harvard Business Review*, *Inc*, and *Fast Company*, as well as CMAA sources like Let’s Talk Club Management, *Club Management* magazine, and the *Legislative Report*.

CLUB MANAGEMENT WEEKLY ENGAGEMENT METRICS

70.5%

Open Rate for unique opens

19.4%

Click Rate

SOCIAL MEDIA ENGAGEMENT



5,671

Followers



3,100

Followers



20,909

Followers



3,021

Followers

Advocating for the Club Industry

NATIONAL GOLF DAY

Annually, CMAA joins the leaders of the US golf industry's most prominent allied associations for National Golf Day, in cooperation with the American Golf Industry Coalition (formerly We Are Golf). The 2023 event was held on Wednesday, May 10, and more than 275 industry professionals visited Capitol Hill in Washington, DC. This was the first return to an in-person event since 2019. Advocates met with 250 members of Congress to highlight and discuss the industry's valuable contributions to our nation's economy, society, environment, and local communities.

MODERNIZING THE TAX CODE FOR GOLF AND COUNTRY CLUBS

In May, legislation was introduced to address an issue that first galvanized the club and golf industry back in 2005. Following the devastation of Hurricane Katrina, golf and country clubs were excluded from the ability to access disaster relief funds. In following years, this exclusionary language was copy and pasted into other disaster relief and opportunity zone legislation, continuing to exclude the industry from necessary funds. HR3124, sponsored by Congresswoman Claudia Tenney (R-NY) and Congressman Jimmy Panetta (D-CA), would modernize the US tax code. This legislation corrects language (§ 144(c)(6)(B) of the Internal Revenue Code) that disqualifies "any private or commercial golf course, country club" from access to various forms of disaster relief and economic stimulus programs that are available to other hospitality businesses, such as restaurants, hotels, and attractions. Work continues to create a Senate version of the bill, and to expand co-sponsors.

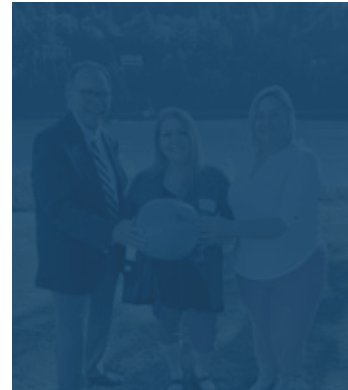


PRIORITY ISSUES

- **H-2B Visas:** Efforts focused on advocating for both relief for short-term supply issues and collaborating to find solutions for permanent cap relief through the H-2B Workforce Coalition. This program is vital to the success of many seasonal operations in the club industry.
- **Waters of the United States:** In concert with the Waters Advocacy Coalition and other golf associations, CMAA continued to advocate for clean water and clear rules for property owners in relation to the definitions of the Waters of the United States (WOTUS).
- **Overtime Regulations:** On Friday, November 3, 2023, CMAA submitted official comments to the Department of Labor (DOL) regarding the proposed update to the Fair Labor Standards Act (FLSA) overtime rule. The Association requested further consideration from the DOL on multiple factors, including the flawed methodology for the initial update, the unintended consequences of automatic updates, and the need to increase the inclusion of nondiscretionary, bonuses, incentive payments, and commission.

EDUCATION & ENGAGEMENT

Throughout the year, CMAA members engaged in educational programming on the latest issues, including sessions at the 2023 World Conference and Club Business Expo, two webinars, and at the Business Management Institute – Club Management as well as through the Legislative Report blog and the Let’s Talk Club Management podcast.



CERTIFICATION & PROFESSIONAL DEVELOPMENT

Webinars

CMAA's webinars offer timely and relevant information, easily accessible live and archived in CMAA University. This year's programs included the Mid-Management Webinar Series. This five-part series was curated specifically for the educational needs of mid-management professionals but was open to all CMAA members. Webinars included:

OCTOBER 25:

Leadership: Peers & Mentoring/Growing as a Leader

NOVEMBER 1:

The Human Element to Professional Development

NOVEMBER 29:

Putting the Governance Puzzle Together

DECEMBER 13:

Thinking Strategically, Acting Thoughtfully: Balancing Strategy and Culture in Today's Evolving Club,

DECEMBER 20:

Protecting Your Private Status: What Every Club Leader Should Know

CERTIFICATION



83
New Certified
Club Managers



29
New Honor
Society Inductees



17
New Chief
Executives

BUSINESS MANAGEMENT INSTITUTE

20
Programs Held

1
Virtual

19
In-Person

895
Club Management
Attendees

WEBINARS

20
Webinars
Presented

1,205
Association Activity
(AA) Credits
Awarded

CLUB CAREERS

CMAA members and others within the hospitality industry continue to support the job boards and use the multiple resources offered through ClubCareers. In 2023, all levels of the job boards were utilized with **646 jobs** listed across all categories. The Managerial Openings List (MOL) continued to identify opportunities at some of the most respected clubs and the Mid-Management Career Opportunities List (MMCO) showcased additional management opportunities. The Internship listing has been augmented with the introduction of the Verified Club Internship Program, showing students the value of a career in the club industry.

Two of ClubCareer's online resources were given a new look and feel, making the Executive Search Firms and Interim Management List much more user friendly.

- Erin Kennedy, with Professional Résumé Services, continued to provide the best current and successful résumés. Multiple writers and editors worked with members to create résumés and LinkedIn profiles that will get them noticed. CMAA negotiated a reduced rate for this important member benefit.
- As members continued to embrace work-life balance, CMAA's executive coaches provided support for members at all stages of their career. Kevin MacDonald and Shelley MacDougall were available for one-on-one calls as well as using Zoom meetings and on site at the 2023 World Conference and Club Business Expo in Orlando, FL.



EVENTS, CONFERENCES, & SUMMITS

WORLD CONFERENCE AND CLUB BUSINESS EXPO, FEBRUARY 24-28, ORLANDO, FL



The 2023 World Conference and Club Business Expo was a record-setting event. More than 3,600 attendees, across all registration categories, gathered in Orlando, FL, at the Gaylord Palms Resort from February 24-28. More than 150 international club

industry professionals attended, representing 23 different countries.

Annually, CMAA's World Conference offers robust professional development, providing inspiration for club management professionals on their career and leadership journey and insights into current challenges. With access to stellar business and industry experts, networking opportunities, interactive forums, and the latest innovations at the Club Business Expo, the club industry's largest annual gathering is the only event focused on the business of running a club.

BY THE NUMBERS

70

Education Sessions Offered:

21.5

Education Credits Available

243

Entries for the Idea Fair

290

Exhibiting Companies

70

New Exhibitors

500+

First-Time Attendees

250+

Student Attendees

LEADERSHIP/LEGISLATIVE CONFERENCE, SEPTEMBER 11-13, SAN ANTONIO, TX



More than 170 CMAA leaders participated in this three-day, in-person event at The Westin Riverwalk, located on the city's historic Riverwalk. All programming was designed for members to engage and unite with aspiring, current, and sustaining club industry leaders. Attendees enriched their personal and professional development with interactive programs and sessions, informative speakers and presentations, and engaging networking experiences. Approximately 50 ideas were shared through the Chapter Idea Fair in eight operational categories.

WINE & FOOD EXPERIENCE, OCTOBER 15-20, SONOMA COUNTY, CA



The rolling hills and picturesque vineyards of Sonoma County provided the perfect backdrop for education, wine tastings, and exploration. Attendees had the opportunity to sample some of the finest wines in the world, from crisp Chardonnays to unique Pinot Noirs. The event began with Karen MacNeil, a renowned wine expert, author, and educator. She led attendees through a sensory experience tasting seminar and a session on the best Sonoma wines for club wine lists. Attendees visited numerous wineries, each with its own unique style and approach to wine making. Attendees interacted with winery owners, winemakers, and viticulturists highlighting sustainable farming and

Sonoma's environmental stewardship in the wine industry. Farm to table lunches with exposure to high quality artisanal cheeses, charcuterie, olive oils, honey, and locally grown produce were part of the educational fun.

Summits

COMMUNICATIONS SUMMIT, MARCH 20-22, HOUSTON, TX



The Communications Summit featured professional development designed for professionals who directly manage or oversee the communications and marketing efforts at the club, or simply are looking to learn more about this important and constantly changing aspect of club operations. Attendees were hosted at the Houston Country Club and the Houston Racquet Club, while learning more effective strategies and tactics to communicate with club members and the greater club community. Sessions featured communicating dues increases and during disaster and contribution as well as interactive opportunities to share and learn from fellow communications practitioners and industry experts.

CHEF SUMMIT, OCTOBER 8-10, SCOTTSDALE, AZ



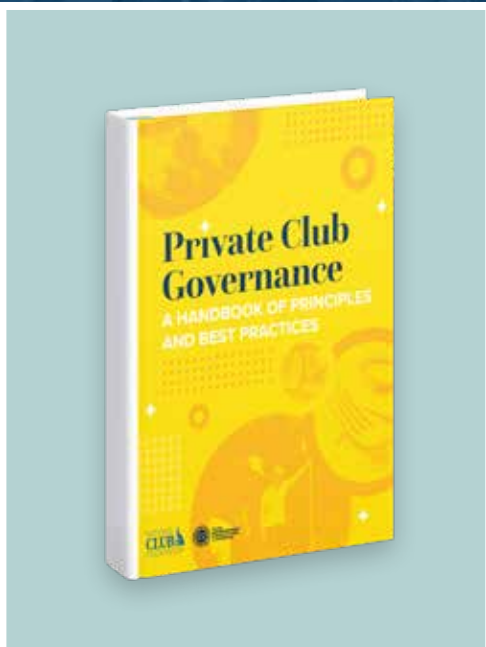
The CMAA Chef Summit is designed specifically for club chefs to boost their business acumen in the areas of executive presence and leadership, team and culture building, finance, and governance. Attendees heard from professional and industry experts and connected with fellow chefs from around the country on emerging trends in roundtables and panel discussions. Attendees had the opportunity to learn, grow, and taste together at an amazing desert oasis and year-round luxury destination, Desert Mountain. This event is presented in partnership with ClubProcure, a CMAA Education Partner.

CLUB LEADERSHIP SUMMITS (MAY 22 – CHICAGO, IL; JUNE 26 – VIRTUAL; AND SEPTEMBER 6 – CHEVY CHASE, MD)



These popular summits bring together club management professionals and their elected club leader(s) for cooperative education and engagement on best practices and trends in club and board governance. These elected leaders are prepped for success with focused information on relevant strategic topics including organizational health, board operations, data-driven decision-making, finance, and club trends. New for 2023, attendees learned about the political climate and the impact of legislation and regulation on clubs. These highly rated Summits are presented in partnership with KOPPLIN KUEBLER & WALLACE, a CMAA Business Partner.

GOVERNANCE COLLABORATION



In August 2023, CMAA and the National Club Association (NCA) released *Private Club Governance: A Handbook of Principles and Best Practices*. Written by a joint committee of experts from the associations, the new publication is a definitive guide to governance of private clubs, designed to be a framework of best practices for clubs at any place on the spectrum of effective governance.

The handbook is a comprehensive guide on establishing and maintaining good governance and covers everything from bylaws and articles of incorporation to board policies, committee structure and roles to evaluations and improvement. It also includes a chapter of sample documents every club board should have.

The handbook was developed by a joint committee of experts from both associations in a partnership structured to benefit the entire private club community. NCA and CMAA will continue to offer continuing education based on it for club presidents, boards, and CEOs/general managers.

CMAA members **can access the new resource through the CMAA Connect Library**. The resource has now been downloaded more than 1,000 times by CMAA members!

PARTNERSHIP NETWORK

At the highest level of commitment, CMAA's Partners are fully woven into the fabric of CMAA and play a key role in fulfilling CMAA's mission. With a multi-year financial commitment, participation in the Partnership Network provides opportunities for a deeper level of engagement with the Association and its members. Through this network, we share knowledge, resources, expertise, and common goals for the future of the industry.

THANK YOU TO OUR 2023 CMAA CORPORATE PARTNERS!

CMAA Strategic Partners



CMAA Business Partners



CMAA Education Partners



NEW FOR 2024!

In 2024, the Partner Network, while still offering the same aligned benefits, will take on a slightly new look with the addition of another fulfillment tier as well as new name recognition.

PARTNER NETWORK

Strategic

Executive

Business

Alliance

RESEARCH INITIATIVES

CLUB EMPLOYEE DEMOGRAPHIC ASSESSMENT: YEAR ONE

First launched in October 2022, the Club Employee Demographic Assessment (CEDA), presented by CMAA and The Club Foundation, provides a baseline and snapshot of the demographics of the club industry workforce. The three-year data collection project allows clubs to benchmark their changing demographics over time and gain insight into their team’s diversity to assist in formulating their own DEI strategy and tactics. In year one, 144 clubs participated.

There are four components of CEDA which represent internal and external facing aspects of diversity and inclusion – workplace, workforce, marketplace, and supplier/community diversity.



Further, club participation will provide data to help CMAA build education and resources to help clubs recruit and retain diverse talent, making it attractive for everyone to choose to work in clubs.

CLUB BENCHMARKING AND CMAA EMBARK ON NEW COLLABORATION TO POWER CMAA'S ANNUAL SURVEYS

In September, CMAA announced that Club Benchmarking has renewed its multi-year commitment to the CMAA Partnership Network. As a CMAA Business Partner, Club Benchmarking will work with CMAA to better educate club management professionals on business intelligence and the value of data-driven decision making. The two organizations' collaboration dates back to 2011.

As the club industry's leading provider of data analytics and business intelligence software, Club Benchmarking is committed to serving the full spectrum of club industry stakeholders – staff, management, boards, committees, members, and owners.

Through this partnership, Club Benchmarking will power CMAA's annual surveys, including the Club Finance & Operations Report and the Compensation & Benefits Report, as well as the biennial Club Governance Policies & Procedures Report.

Further, CMAA members will have access to select areas of the Club Benchmarking Platform for additional analysis. This valuable tool will allow CMAA members to analyze, compare, and improve their club's performance in relation to CMAA's Universal Key Club Performance Indicators. Club Benchmarking Founder Ray Cronin was a valuable contributor to the Task Force responsible for the development of the Universal Key Club Performance Indicators.

BEST PRACTICES EXCHANGE COMMUNITY

Available through
CMAA Connect

3,700+
Total Discussions

627
Total Participating Members

OTHER PROJECTS

Collaborated with GGA Partners, a CMAA Business Partner, to produce *A Club Leader's Perspective: Emerging Trends and Challenges for 2023*

2023 BOARD OF DIRECTORS



(Pictured Left to Right)

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THE CLUB FOUNDATION

The mission of The Club Foundation is to financially support the club management profession through education, research, and outreach initiatives.

Each year, The Club Foundation raises the funds needed to give directly to club professionals, emerging leaders, students, faculty, Chapters, and the industry – primarily supporting professional development for CMAA members, thereby funding the career life cycle of managers across the country. Donations to The Club Foundation fuel the future of our industry!

Total contribution revenue for FY2023 was **\$532,277**. This includes donations and gifts from individuals, Chapters, clubs, and organizations.

Because of the generosity of so many donors, The Club Foundation was able to provide the following funding to club professionals, emerging leaders, students, faculty, Chapters, and our industry. It is our distinct pleasure to fulfill our mission and each year, we have the privilege of hearing exclamations of joy and triumph as we notify applicants that they have been granted a scholarship.

By The Numbers

Scholarships Awarded in FY 2023

Sally Burns Rambo Scholarship	6
James B. Singerling Scholarship	4
Willmoore H. Kendall Scholarship	8
LaRocca Family Executive Scholarship	2
Joe Perdue Scholarship	10
Student Chapter Grants	7
Faculty Research Grant	1

Chapter Education Grants – \$30,500

New Member Recruitment Awards	14
Chapter of the Year Awards	6
Idea Fair Awards	4

Outreach Support Provided – \$117,574

Luke's Purpose	\$2,000
Awards Breakfast	\$10,000
Additional National Student Education Conference support	\$10,000
Club Employee Demographic Assessment	\$15,000
Tee It Up For The Troops	\$20,000
Student Development Initiative through the Chairman's Fund	\$60,574

CMAA and CF Board of Directors Who Donated to CF in FY2023

CF Board of Governors	100%
CMAA Board of Directors	100%

The Club Foundation Contributors

DIAMOND \$50,000+

Club Management Association of America

RUBY \$10,000 - \$49,999

Florida Chapter
Greater Chicago Chapter
New Jersey Chapter

EMERALD \$2,500 - \$9,999

Association of College & University Clubs
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miha bodytec USA
Pittsburgh Chapter
Mitchell Platt, MCM, CCE
Edward Ronan, CCM, CCE
Robert Sereci, CCM
Desi Spoh
Burton Ward, CCM, CCE

SAPPHIRE \$1,000 - 2,499

3 Putt
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Michael Bradfield, CCM, CCE, CAM
Janine Budzius, CCM, CCE
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For a complete list of nearly
3,000 contributors, please visit
The Club Foundation website.

[CLUBFOUNDATION.ORG
/DONORS.HTML](https://clubfoundation.org/donors.html)

Chairman's Fund Contributors

In 2021, 55 individuals made a commitment to give \$10,000 over five years to The Club Foundation to support CMAA Student Development Initiatives.

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Kimberly Clark Warren, CCM
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Gregory P. Wolf, CCM, CCE



"My journey, enriched by every challenge and every connection, is geared towards making a lasting impact and could have not been possible without the support of CMAA and The Club Foundation."

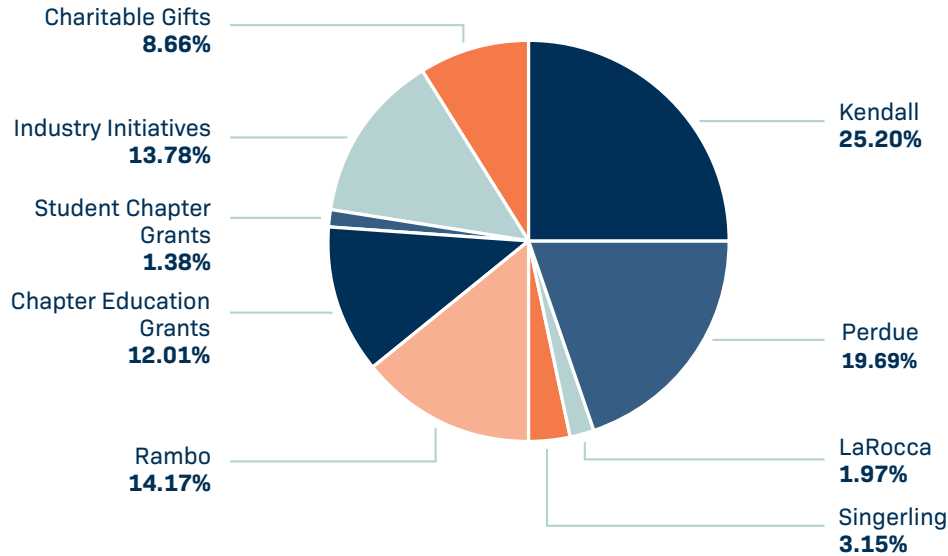
Mihaela Hillhouse, FY2024
Sally Burns Rambo Scholar
and FY2024 Willmoore H.
Kendall Scholar



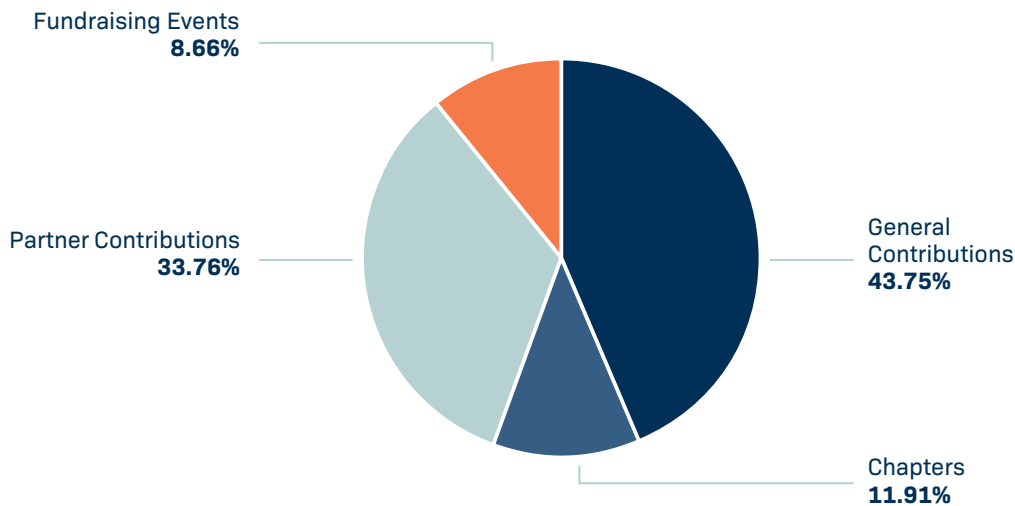
"This scholarship will help me continue my journey for my CCM and continue my passion for learning all this industry has to offer!"

Rechelle Leal, FY2023 Sally Burns Rambo Scholar and FY2024 Willmoore H. Kendall Scholar

Scholarships and Grants Given by Percentage and Category



Contributed Revenue by Percentage and Category



*For additional financial information about The Club Foundation, please view our FY2023 audit at clubfoundation.org.

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CONTACT:

1733 King Street
Alexandria, VA 22314

703-739-9500

cmaa@cmaa.org

cmaa.org

