

20  
24

ANNUAL REPORT

THERE'S  
*No Place*  
LIKE CMAA!



CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA

# THERE'S *No Place* LIKE CMAA!



CMAA's 2024 annual theme, "There's No Place Like CMAA," celebrates the unmatched sense of community, connection, and purpose that defines our Association. Inspired by the idea that CMAA is not just a professional organization but a true home for club management professionals, this theme highlights the unique value and support that members find here.

CMAA is a place where community is key, collaboration flourishes, and careers take flight. Whether through education, networking, or shared experiences, our members continually demonstrate that CMAA is much more than the sum of its parts—it is a vital hub where the best ideas, resources, and people come together.

This year's theme also reflects the power of our collective efforts, reminding us that together, we build an industry where excellence is the standard and possibilities are limitless. CMAA is a space where members find inspiration, solutions, and camaraderie, making it truly one of a kind.

As we move into 2025, "There's No Place Like CMAA" will continue to be reflected in everything we do—from events and resources to new initiatives and collaborations. This theme is a celebration of who we are, what we achieve together, and the bright future we are creating for the club management profession.

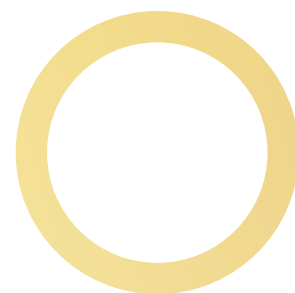
## CMAA Mission Statement

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

## *Seizing Opportunities for a Better Association*

My journey with CMAA began as a student attendee at the 1998 World Conference in Las Vegas, NV, and it was humbling to begin my term in the same city where my involvement began.

From the start, it has been my goal **to raise awareness of the importance of mental health and wellness for club management professionals**. The stigma associated with these issues is real, and the fear of asking for help causes far too many to suffer in silence. I am grateful for all the opportunities I've had to share my experiences with members, Chapters, and industry friends this year. Beyond awareness, it is paramount that our membership has access to available resources. This year, our entire National Headquarters team completed Mental Health First Aid training, and the same training was made available to our Chapter Managing Directors and Board of Directors. We are now better equipped to provide support in a crisis or challenge. Our collective efforts have been productive, and I hope we will continue to focus on creating welcoming and inclusive spaces for all members.

One of our primary goals has been to **ensure that the Chapter and National organizations are aligned**, and this includes our leadership. At the World Conference, President and CEO Jeff Morgan, FASAE, CAE, and I held an in-person gathering with our Chapter Presidents. I appreciated the opportunity to hear directly from each of these dedicated and passionate volunteers about their challenges and resources they seek. Next, we had the opportunity to meet again at the Leadership/Legislative Conference in September. From these listening efforts, we have created additional resources to better support Chapter Presidents. These include an annual checklist and dedicated communications through regularly scheduled quarterly updates from the Chair.

Our collective work began to **improve the CMAA member experience** this year. During our National Committee meetings in May, each member was asked to provide their perspective as a hospitality professional on how CMAA could improve the member experience. More than 80 different suggestions were made. The National Board reviewed the feedback received from the Committees in a lengthy discussion at our summer Board meeting. More than 40 percent of the suggestions will be implemented immediately while the more strategic items will be considered for long-term implementation. Ultimately, this feedback will provide valuable insights for the CMAA team to create an even better membership experience heading into our Centennial year in 2027.



The work of two of our two Task Forces continued throughout the year. Established in 2023, the **Mid-Manager Task Force** is dedicated to supporting mid-level professionals by providing the skills, knowledge, and network needed to advance into leadership roles. One of the group's first initiatives was to connect mid-level managers from around the country via video conference calls, called Power Hours. Led by seasoned club professionals, these one-hour interactive calls provide guidance and support for career development. Attendees boosted their network and gained practical career insights from some of the best minds in the club industry. Beyond the virtual networking opportunities, more than 120 mid-management professionals connected in person this fall at the Mid-Management Conference (MMC) September 29-October 2 in Philadelphia, PA.

The **Centennial Task Force** has been busy working with the National Headquarters team to begin planning for our centennial celebration. Events will begin at the 2026 Leadership/Legislative Conference, scheduled for September in Detroit, MI. It is fitting as CMAA was first chartered as an organization in Michigan. From there, events and celebrations will continue throughout 2027, including the Centennial World Conference & Club Business Expo, January 31-February 4, 2027, in Chicago, IL. The Task Force has provided valuable suggestions and celebratory concepts. Overall, we want to ensure that this opportunity allows us to celebrate the organization **while raising the profile of the club management professional**. To this end, the Board committed to double the funding allotment for this effort over the next two years.

I am deeply honored to have served as your 2024 CMAA Chairman, and I offer my profound gratitude for the support of my friends, colleagues, family, and mentors. Like our clubs, what defines us is not the facilities or services, but the people who make this association extraordinary. There is truly no place like CMAA!



## *2024 Chairman*

**Joe Mendez, CCM, CCE**



# President & CEO's Message

## A New Strategic Plan

At the 2024 World Conference & Club Business Expo, the CMAA Board of Directors approved the new [2024-2028 Strategic Plan](#). Throughout the year, our National Headquarters team collaborated with our national volunteers to continue to improve our CMAA services and resources. Inside this report, you will find the full operational details of our year. I have highlighted several noteworthy accomplishments:

### **Contemporary Club Management**

After being held up for years with a copyright issue, we have now established a continual process of updating *Contemporary Club Management*, the main resource used for the Certified Club Manager (CCM). The process is underway to update content and transform the book into a digital resource for club managers worldwide. The competency-based textbook will include recent Business Management Institute (BMI) curriculum materials/content and help us further update the CCM test to include new topics indicated in the most recent competency research. Seven chapters are currently in process in the first iteration of updating. As this is completed and fully integrated in 2025, we will move to the next group of chapters. We appreciate all the members, industry experts, academics, and CMAA partners for helping with this critical project.

### **Continued Emphasis on the Next Generation of Club Management Professionals**

CMAA's National Student Education Conference had a record 150 attendees in Charlotte, NC, in November. To continue to expand our outreach to students and faculty, plans are underway for a new Faculty Immersion program. This program will fund five faculty annually through a grant from The Club Foundation. Through online education, building connections with clubs and Chapters locally, as well as attending the CMAA National Student Education and World Conferences, faculty members will better understand the club industry. The goal is to expand the clubdom awareness for new faculty, get them engaged with CMAA, and help to start/grow our CMAA Student Chapters, and have more students choose clubs as their employer after college.

### **Economic Impact Report**

A landmark study, released in November and conducted jointly by Club Benchmarking, CMAA, and the National Club Association, reveals the vast economic impact that private clubs have across the United States. The research indicates these clubs collectively generated \$32.6 billion in direct revenue in 2023, supported a \$17.4 billion payroll, and employed 573,000 workers, underscoring private clubs as a vital contributor to the national and local economies. This research marks a significant step in quantifying the

economic influence of private clubs, demonstrating their role not only as exclusive social hubs but also as economic engines within communities across the country. It will be helpful to clubs and Chapters to illustrate their value within their local communities to decisionmakers and others.

## Expanded Opportunities for the Communities

CMAA's Communities continue to provide opportunities for club professionals to connect, learn, and engage. In 2024, CMAA hosted successful summits and webinars for the Club Wellness Community, the Communications Community, and the Club Chefs Community. Additionally, the HR Symposium provided education and networking opportunities for HR professionals. This effort will culminate in the launch of their dedicated community in 2025.

## Membership

Following record years in 2022 and 2023, membership again reached new heights this year! We are now the professional resource for more than **8,100** members and welcomed **1,027** new members. Our team continued to enhance the onboarding process this year to ensure members are well informed about the full range of education and resources available to them.

## New Resource, *Capital Improvements Handbook*

Released in August, the *CMAA Capital Improvements Handbook* serves as a comprehensive guide for club decision-makers embarking on capital improvement projects. By adopting a strategic and collaborative approach, engaging stakeholders, ensuring robust financial planning, and adhering to regulatory requirements, clubs can successfully navigate the complexities of capital improvements. The Handbook delves into common pitfalls such as lack of strategy and leadership, unanticipated costs, and inexperienced project management. Available exclusively to CMAA members, the Handbook was created from the best practices and procedures explored at CMAA's Capital Improvements Symposium.

Our National Headquarters Team is energized to further these initiatives in 2025. Thank you to all our dedicated and committed members and volunteers who make this work possible.



## *2024 President & CEO*

**Jeff Morgan, FASAE, CAE**

# Audited Financial Information

## Statement of Financial Position

<b>Assets</b>	
<b>Current Assets</b>	<b>2024</b>
Cash & Cash Equivalents	4,700,391
Accounts Receivable	1,022,024
Pledges Receivable	183,725
Prepaid Expenses	738,025
<b>Total Current Assets</b>	<b>6,644,165</b>
Pledge Receivable non current	96,747
Investments in Marketable Securities	9,421,278
Other Assets	414,908
Property & Equipment	1,231,577
<b>Total Assets</b>	<b>17,808,675</b>

<b>Liabilities and Net Assets</b>	
Accounts Payable	103,689
Accrued Expenses	1,600,838
Deferred Income	5,861,147
Mortgage Payable, Current Portion	87,842
<b>Total Current Liabilities</b>	<b>7,653,576</b>
Mortgage Payable, Long Term Portion	1,920,269
Other Liabilities	414,908
Net Assets	7,819,982
<b>Total Liabilities and Net Assets</b>	<b>17,808,675</b>



# Statement of Activities

## Revenues

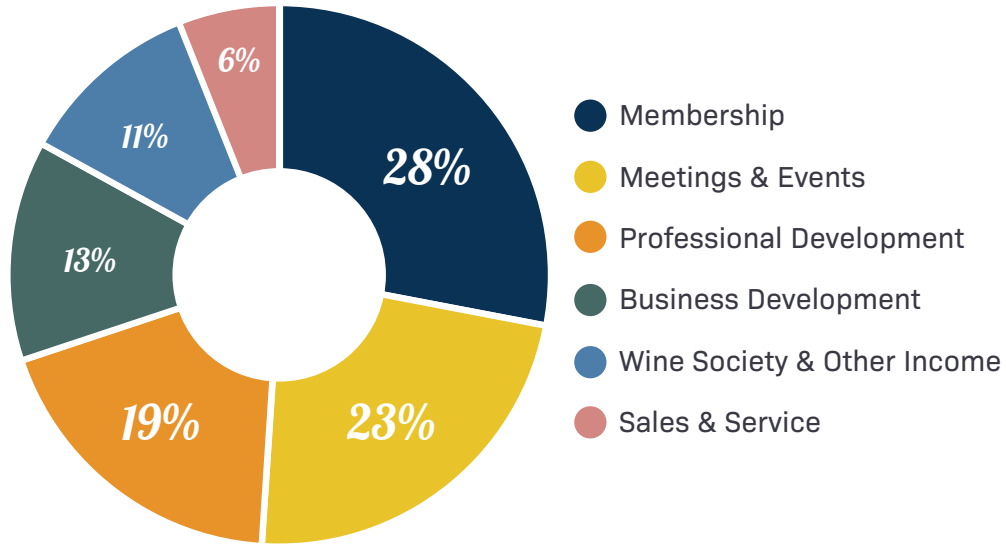
Member Dues	4,381,501
Meetings & Events	3,576,770
Professional Development	2,970,395
Business Development	1,952,788
The Club Foundation Contributions and other income	479,871
<b>Investment Income &lt;Loss&gt;</b>	<b>1,084,784</b>
Career Services and Other	453,845
Advertising Income and Other	442,678
Wine Society	165,951
<b>Total Revenues</b>	<b>15,508,583</b>

## Expenses

Meetings & Events	3,963,069
Professional Development	2,839,821
General Admin & Board Comm	3,325,758
Business Development	1,297,105
The Club Foundation	547,007
Member Services	1,580,497
Wine Society	248,880
Other Expenses	258,812
<b>Total Expenses</b>	<b>14,063,949</b>
Change in Temporarily Restricted Net Assets	168,570
Changes in Net Assets	1,613,204
<b>Net Assets beginning of year</b>	<b>6,206,778</b>
<b>Net Assets end of year</b>	<b>7,819,982</b>

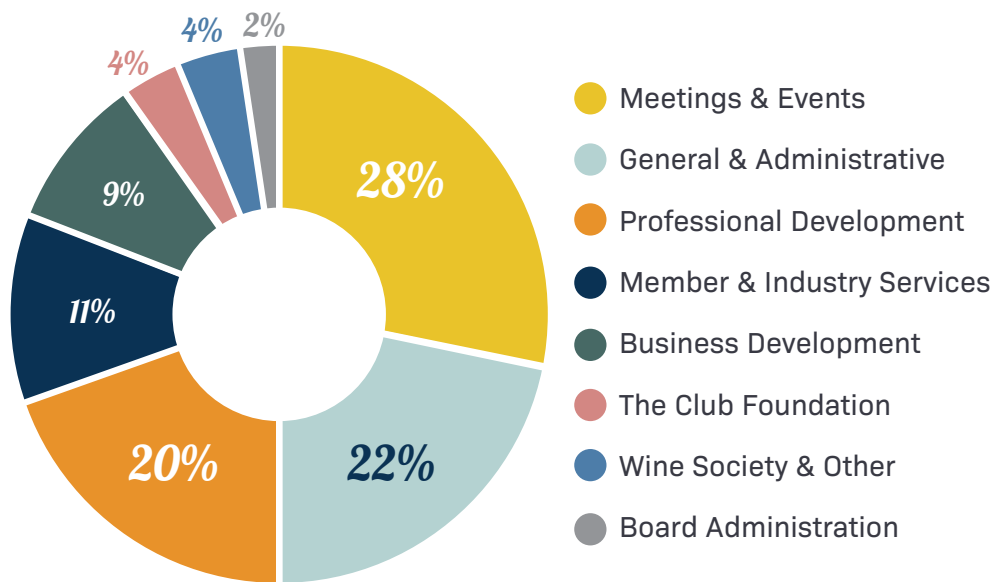
**CMAA Consolidated Operating Revenue by Source**

Fiscal Year 2024



**CMAA Consolidated Operating Expenses by Activity**

Fiscal Year 2024



# Membership Profile & Engagement

## 2024 Membership Growth & Engagement

In 2024, CMAA welcomed **1,027** new members, building on the momentum of recent years. This continued growth underscores the enduring value and appeal of CMAA's offerings to club management professionals.

## Enhanced New Member Onboarding Process

Building on the updates launched in late 2023, CMAA's onboarding process for new members has been refined and further optimized throughout 2024 to provide a seamless and welcoming experience. Each new member receives an elevated welcome box containing CMAA swag, welcome letters, a member certificate, and important information on navigating CMAA membership access, resources, and services. The process remains centered around delivering an exceptional first impression with the There's No Place Like CMAA! theme.

New in 2024, the onboarding email series has been expanded to include more interactive elements, such as guided tutorials, video highlights from CMAA events, and testimonials from experienced members. These monthly emails continue to deliver CMAA's benefits and resources in easily digestible formats, ensuring new members feel supported and informed throughout their first year.

Looking ahead, CMAA will gather feedback from new members to identify further enhancements to the onboarding process and ensure that each member's journey with CMAA begins on a strong, engaging, and personalized note.

## New Member Meet & Greet

The quarterly New Member Meet & Greets continued in 2024, offering a warm and engaging introduction to CMAA. These Zoom webinars invited all new members to connect directly with CMAA Chairman Joe Mendez, CCM, CCE, alongside key CMAA staff members and members of the Membership Committee. The format of these Zooms provided an ideal balance of networking and orientation.

## General Member Profile

**8,137**

Number of Members

**1,027**

New Professional Members

**751**

New Student Members

## Chapter Relations & Profile

**39**

CMAA Chapters

**40**

CMAA Student Chapters and Colonies

**598**

Chapter Officers, Directors, and Chairmen

**34**

Managing Directors

**48**

Chapter Idea Fair Entries

**20**

Chapter of the Year Entries

## Celebrating Longevity

CMAA's annual Longevity Program continues to honor and celebrate the steadfast commitment of its members. In 2024, hundreds of exceptional individuals were recognized for reaching significant membership milestones, marking 10, 20, 30, 40, 50, or even 60 years of dedication to the Association.

These honorees, collectively representing 5,700 years of membership, exemplify the enduring value of CMAA's community and the dedication of its members. Each milestone member received a custom-designed pin and a certificate as a token of appreciation for their remarkable contributions and ongoing support.

As CMAA looks ahead, we remain committed to strengthening connections, fostering engagement, and celebrating the loyalty of our ever-growing membership.

## Chapter Updates

The Association saw a dynamic shift within its chapter network this year, with several CMAA Chapters merging or redefining their boundaries. These changes were driven by a shared vision to enhance member connectivity, streamline resources, and better serve the evolving needs of our professionals and clubs. By uniting strengths and focusing on regional synergies, these realignments represent a significant step in bolstering the reach and impact of CMAA across the nation.

- Golden State and Greater Southwest Chapters redefined boundaries (Reno, NV area clubs)
- Illini and Greater Chicago Chapters merged to form the Greater Illinois Chapter
- Greater Baltimore and National Capital Chapters merged to form the Middle Atlantic Chapter

New CMAA Professional Members			
Month	2022	2023	2024
January	91	139	133
February	93	95	98
March	87	88	52
April	128	94	86
May	56	90	73
June	65	76	93
July	78	68	53
August	82	89	67
September	100	125	109
October	134	119	97
November	84	94	98
December	77	87	68
<b>Total</b>	<b>1075</b>	<b>1164</b>	<b>1027</b>





# *CMAA's Communities & Member Interest Groups*

CMAA's Communities and member interest groups continue to thrive, offering robust opportunities for both in-person and online connections. These platforms foster collaboration, knowledge-sharing, and professional growth among members with shared interests. CMAA's Communities provide members and subscribers with access to a wealth of resources, peer-to-peer engagement, and professional insights into various aspects of wellness programming and operations.

In 2024, CMAA announced the launch of new communities tailored specifically for club Human Resources (HR) and Membership/Marketing professionals. These groups will provide targeted resources, discussions, and support for members in these critical areas of club management.

Through CMAA Connect, thousands of members and subscribers enjoy a more enriching membership experience, with real-time access to conversations, resources, and peer support across a variety of topics. Look for significant updates to the CMAA Connect platform experience in the coming months.

## **Best Practices Exchange**

The Best Practices Exchange remains one of CMAA's most vibrant and active online communities. In 2024, participation and engagement grew further, with more than 4,500 discussions (a 33 percent increase from the previous year!) and 702 active members. This widely sourced group continues to be the go-to destination for members seeking advice and solutions on topics ranging from strategic initiatives to day-to-day club operations. The BP Exchange reflects the collaborative spirit of CMAA, enabling members to share and discover modern ideas and strategies.





## Communications Community

Since its debut in March 2023, the Communications Community has continued to thrive and grow in 2024. This community saw another sold-out Communications Summit in Boston, MA, which attracted 115 attendees.

Building on its strong start, the community offered year-round engagement opportunities and maintains a robust library of resources, including job descriptions, compensation and benefits reports, and club style guides. Membership has grown to more than 215 participants in 2024.



## Club Chefs Community

The Club Chefs Community, launched in late 2023 following the sold-out Chef Summit in Scottsdale, AZ, has quickly gained traction among club chefs and managers. By 2024, the community has grown to include more than 80 active subscribers and offers unique opportunities for collaboration, learning, and innovation in club cuisine.

As the Club Chefs Community continues to expand in 2025, plans include more interactive webinars, resource-sharing initiatives, and a dedicated section for culinary innovation on CMAA Connect. This community is poised to become a vital resource for club chefs and managers looking to stay ahead in a dynamic and evolving industry.



## Club Wellness Community

The Club Wellness Community has established itself as a dynamic hub for professionals engaged in health and wellness within the club space. This reimagined community, formerly the Club Spa & Fitness Association, now includes more than 180 active participants. In 2024, CMAA hosted a very successful and well-attended Club Wellness Summit at Boca Grove in Boca Raton, FL, and further built on its successful foundation by continuing the Club Wellness Webinar series. Each program reflected the growing interest in wellness topics across the industry.







## Wine Society

The Wine Society continues to provide exceptional value to its 350 members, maintaining its reputation as a premier resource for wine education and engagement. In 2024, the Society expanded its offerings with ten engaging webinars, several of which included wine shipments to members at no additional cost, elevating the tasting and learning experience.

CMAA Wine Society members delighted in an unforgettable journey through New York’s Finger Lakes, October 20-23, 2024. Highlights included exquisite wine tastings, gourmet dining, and immersive experiences at renowned wineries like Hermann J. Weimer and Dr. Frank. Scenic hikes, sustainability sessions, and farm-to-table cuisine left attendees inspired and eager for future adventures.

**Looking Ahead**  
CMAA’s communities and interest groups will continue to expand and evolve in 2025, providing even more opportunities for connection, learning, and professional development. Stay tuned for exciting updates and new resources tailored to meet the diverse needs of CMAA’s membership.



## Women in Club Management

The Women in Club Management member interest group continues to provide invaluable support and resources for its 400-plus members. Monthly Zoom calls, led by CMAA executive coach Shelley MacDougall and expert facilitators, remained a cornerstone of this group’s engagement in 2024. These calls covered empowering topics such as:

- Navigating your career journey with purpose
- Effective workplace communication strategies
- Building resilience in leadership



# Student Membership & Development

## Membership Growth

Student membership continues to grow, with a 2.4 percent increase in new student members compared to 2023. Total student membership reached 1,386 active students this year, with 769 new members joining in 2024. This sustained growth reflects CMAA's commitment to fostering the next generation of club management professionals.

## National Student Education Conference

The National Student Education Conference (NSEC) returned in November 2024, offering an exceptional experience for aspiring club managers. This year's conference, held in Charlotte, NC, welcomed 150 student attendees—an increase from the previous year thanks to expanded capacity.

NSEC featured a tailored curriculum covering essential skills and insights for future club managers, alongside exclusive tours of prominent Charlotte-area clubs. Once again, the event was made possible through the generous support of The Club Foundation and the Chairman's Fund.

Looking forward, CMAA remains committed to enhancing student programs, ensuring they provide unmatched opportunities for education, networking, and professional development.





## Student Award Programs

CMAA's Student Award Programs continue to offer numerous opportunities for student members and chapters to engage, innovate, and be recognized for their achievements.

## Student & Faculty Chapter Idea Fair

The Student Chapter & Faculty Idea Fair was a highlight of the 2024 World Conference in Las Vegas, NV. This year's competition saw an impressive 41 submissions, showcasing the creativity and leadership of student chapters and Faculty members nationwide. For the first time, faculty categories were included in the competition, encouraging greater collaboration between students and their advisors.

## Student Shark Tank Competition

The 2024 Student Shark Tank Competition captured the essence of reimagining possibilities by empowering students to dream big and share transformative ideas. Finalists pitched live at the World Conference, receiving enthusiastic support from their peers and industry leaders. This competition exemplifies how CMAA fosters bold thinking and provides a platform for students to shine.

## Ongoing Student Awards

CMAA also continued its hallmark student awards:

- *The New Student Member Recruitment Contest*, which incentivizes and recognizes chapters for successfully growing their membership.
- *The Student Chapter of the Year award*, celebrating chapters that demonstrate exceptional engagement, leadership, and contributions to CMAA and the club management profession.



# Member Communications

## Enhanced Digital Capabilities, Refreshed Communications

CMAA's suite of communications moved toward offering a more robust digital presence. Notably, the CEO Blog, which had previously existed as a long-form article posted once a month from CEO Jeff Morgan, FASAE, CAE, became the CEO Vlog, replacing the article with a short video message from the CEO. The vlog is more engaging and digestible and is more easily shared across CMAA's various social media platforms.

Additionally, 2024 marked a move toward capturing and utilizing more video content. The New Member Onboarding Campaign initiative included several videos, each focusing on a different area of CMAA's offerings and benefits. Not only are these videos shared monthly with new members of the Association, but they also live on CMAA's YouTube channel for viewing and sharing by all existing members.

In August, CMAA launched its new Brand Guide. This guide replaces the previous Style Guide and helps all CMAA Chapters, production partners, and National Headquarters staff to ensure CMAA and Chapter brand elements are used appropriately and look professional anytime they are used. Using the Brand Guide helps to effectively represent the CMAA brand within and beyond the club industry.

This valuable reference provides guidance on:

- CMAA Logo Usage
- Chapter Logo Usage
- Official Colors
- Official Event Nomenclature
- Communication Strategy

Finally, the CMAA Student Member Instagram account (@cmaa\_students) has been revived and has seen growth in followers and engagement. A dedicated editorial plan alongside refreshed photography and graphic creation has provided a consistent flow of content and information to CMAA student members throughout the year.

### Social Media Engagement

 **5,668**  
Followers

 **3,175**  
Followers

 **23,727**  
Followers

 **3,495**  
Followers



# Advocacy



## Advocating for the Club Industry

CMAA focuses on grassroots advocacy to harness the voices of its members and collectively impact decisions at the local, state, or national level. Through education and engagement outreach, CMAA members are actively prepared for changes in the legislative and regulatory landscape.

Annually, CMAA joins the leaders of the US golf industry's most prominent allied associations for **National Golf Day**, under the banner of the American Golf Industry Coalition (formerly We Are Golf). More than 275 industry professionals visited Capitol Hill in Washington, DC, on Thursday, May 9, 2024. 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. The entire Advocacy Committee attends the event to advocate specifically on the issues of relevance to the club community.



Throughout the year, the Advocacy Department facilitates education and compliance information on pressing topics. In 2024, two webinars were presented on significant updates under the purview of the Department of Labor, the changes in classification rules for independent contractors (effective March 11, 2024) and changes to the Fair Labor Standards Act Overtime rule (effective July 1, overturned November 2024).

At the **Leadership/Legislative Conference**, David Wasserman presented the 2024 elections forecast. Additional compliance and regulatory information is shared regularly through the Business Management Institute – Club Management as well as through the *Legislative Report* blog and the *Let's Talk Club Management* podcast.



## Priority Issues:

### **H-2B Visas:**

This year's 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. CMAA participated in action letters and requests to Congress to reinstitute the returning worker provisions in FY2024 spending legislation.

### **Modernizing the Tax Code for Golf and Country Clubs:**

Introduced in 2023, HR3124, sponsored by Congresswoman Claudia Tenney (R-NY) and Congressman Jimmy Panetta (D-CA), this bill corrects language (§ 144(c)(6)(B) of the Internal Revenue Code) that disqualifies any "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 continued throughout the year to expand the list of co-sponsors.

### **Non-Profit Taxation:**

CMAA is working to prepare for possible tax challenges in 2025 as Congress's priorities shift to addressing expiring tax cuts and identifying new revenue sources, potentially targeting non-profits. In November, CMAA joined the American Society of Association Executive's (ASAE) tax reform coalition. This Coalition of tax-exempt organizations will be a coordinated effort to combat against all proposals that would burden 501(c) organizations with increased taxation.

### **Waters of the United States:**

In concert with the Waters Advocacy Coalition, 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). 2024 efforts included a joint Freedom of Information (FOIA) request asking the Environmental Protection Agency to provide access to guidance documents sent to Army Corps of Engineers for implementation of 2023 WOTUS rule.



# Certification & Professional Development

## Business Management Institutes

**19**

Programs Held

**1**

Virtual

**18**

In-Person

**783**

Club Management Attendees

## Attendance by Program

- BMI Club Management: **156**
- BMI Leadership Principles: **151**
- BMI General Manager/COO: **96**
- BMI Food & Beverage Management: **104**
- BMI Golf Management: **107**
- BMI Sports & Recreation Management: **45**
- BMI Tactical Leadership: **28**
- BMI Strategic Leadership: **55**
- BMI International: **57**
- Joe Perdue Certification Review Course: **80**
  - In-Person **53** and Virtual **27**

## Webinars

**20**

Webinars Presented

**2,140**

Association Activity (AA) Credits Awarded

CMAA's webinars offer timely and relevant information, easily accessible live and archived in CMAA University. This year's programs featured several presentations on club and industry data and reports from surveys conducted by CMAA and CMAA partners:

**June:** Finance and Operations Report

**November:** Compensation and Benefits Report

**December:** Finding Success and Facing Challenges: Insights from the 2024 Club Leader's Perspective Report and The Economic Impact of the Private Club Industry

## Certification



**93**

New Certified Club Managers



**27**

New Honor Society Inductees



**13**

New Certified Chief Executives



**2**

New Master Club Managers

# ClubCareers

## CMAA members and professionals around the club industry continue to rely on ClubCareers as a premier resource for career advancement and talent acquisition.

In 2024, the job boards remained robust, with 579 job listings across all categories. The Managerial Openings List (MOL) highlighted opportunities at some of the most respected clubs, while the Mid-Management Career Opportunities List (MMCO) offered additional pathways for management-level roles. The Internship Listing was further enhanced with the Verified Club Internship Program, emphasizing the value of careers in the club industry to students.

### Verified Internship Program

In 2024, CMAA saw about 30 clubs participate in the Verified Internship Program, which was designed to elevate and streamline club internship experiences across the industry. Recognizing the diverse nature of clubs in terms of membership size, culture, and offerings, the program establishes clear criteria to help students, faculty, and managers align their expectations.

In its second active year, this initiative ensures that participating internships provide a well-rounded introduction to club management, fostering transparency and consistency while showcasing the rewarding career opportunities available in the club industry. By offering a structured framework, the program empowers students to gain meaningful, hands-on experience, while clubs benefit from attracting motivated, informed talent.

### Résumé & LinkedIn Services

CMAA partners with Professional Résumé Services to provide top-notch résumé and LinkedIn profile creation services. Interested members worked with a team of experienced writers and editors to create standout professional materials. CMAA also negotiated reduced rates to ensure members benefit from these valuable services.

### Career Coaching

Recognizing the growing importance of work-life balance, CMAA's executive coaches continued to provide critical support to members at all career stages. Kevin MacDonald and Shelley MacDougall offered one-on-one coaching via Zoom, in addition to onsite sessions at the 2024 World Conference & Club Business Expo in Las Vegas, NV. Their guidance helps members navigate challenges, seize new opportunities, and maintain a focus on personal and professional well-being.



# Conferences, Events, Summits, & Symposiums

## WORLD CONFERENCE & CLUB BUSINESS EXPO, March 4-8, Las Vegas, NV



The 2024 World Conference & Club Business Expo was a triumphant return to Las Vegas, NV. The event shattered the 2023 attendance record, as more than 3,800 attendees, speakers, exhibitor representatives, guests, and the National Headquarters team gathered at the Mandalay Bay Resort. More than 750 of the attendees were

first timers! The global event included 150 international club industry professionals, 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, this is the club industry's largest annual event focused on the business of running a club.

Building your professional network is one of the top reasons to attend the World Conference. In 2024, CMAA added a new event, the CMAA Before Dark: A License to Chill Chapter Kick-Off Event, presented in partnership with ClubProcure, at Mandalay Bay Beach. This beach-themed party gave attendees the opportunity to network earlier in the week. On Thursday, March 7, the CMAA Networking Event, presented in partnership with E-Z-GO, took over the Allegiant Stadium for an evening like no other! There was great food, music, and the opportunity to test your football skills in the impressive surroundings of the recent Super Bowl host venue.

CMAA introduced the New Product Showcase during the Club Business Expo. This designated area on the trade show floor provided opportunities as well as added exposure for new and trending products/services that were of interest to attendees as they entered the show floor. The added interactive area was well received by attendees and exhibitors.

### By The Numbers

**65**  
Education Sessions Offered:

**21.5**  
Education Credits Available

**300**  
Entries for the Idea Fair

**282**  
Exhibiting Companies

**64**  
New Exhibitors

**750+**  
First-Time Attendees

**179**  
Student Attendees



## **LEADERSHIP/LEGISLATIVE CONFERENCE,** September 15-17, Washington, DC

Annually, the Leadership/Legislative Conference unites aspiring, current, and sustaining CMAA Leaders. The 2024 event was held at the historic Mayflower Hotel in Washington, DC, and included an outstanding networking evening at Cosmos Club featuring three distinct experiences. Education sessions featured the state of the hospitality industry, volunteer engagement tactics and strategy, leading with heart, courage, and brains, the club industry economic impact, 2024 elections forecast and analysis, and interactive partner roundtables. Chapter management strategies were explored during breakout sessions. More than 45 amazing entries were submitted in this year's Chapter Idea Fair competition. These entries provided a showcase of wonderful ideas and best practices.



## **MID-MANAGEMENT CONFERENCE,** September 29-October 2, Philadelphia, PA

The 2024 Mid-Management Conference (MMC), held at four remarkable and historic clubs in the Philadelphia, PA area, set a new record for attendance, drawing club management professionals from across the country. Attendees enjoyed a dynamic lineup of educational sessions, impactful club tours, and engaging activities designed to inspire and galvanize the next generation of club leaders. From exploring innovative management strategies and trends to networking with peers, the MMC provided an unparalleled platform for professional growth and collaboration. With a focus on mentorship, wellness, and empowerment, the 2024 event showcased CMAA's dedication to retaining top talent and ensuring a bright future for the profession.



## **BMI INTERNATIONAL,** October 14-20, 2024, Lausanne and Zurich, Switzerland

Presented in conjunction with the Club Management Association of Europe (CMAE), BMI International, offered every other year is an educational and cultural experience designed specifically for club management professionals. In 2024, the experience headed to Switzerland, the land of cheese and chocolate. The rich program agenda featured an evening at the International Olympic Committee's official Olympic Museum in Lausanne, where attendees could relive great Olympic moments and feel the pulse of the champions. Other cultural activities of note include a guided tour and senses experience at the Lindt Home of Chocolate, and education and a tour of the FIFA Museum. BMI International is presented in partnership with KOPPLIN KUEBLER & WALLACE, a CMAA Executive Partner.



# Summits & Symposiums



## **CAPITAL IMPROVEMENTS SYMPOSIUM,** August 4-6, Chicago, IL

The Capital Improvements Symposium was held in Chicago, IL, at the beautiful Chicago Club. This program focused on construction management in clubs and the competencies a club management professional needs to complete a successful project, renovation, or deconstruction. Topics were diverse and extensive and covered every aspect from start to finish of a major project. In conjunction with this year's event, CMAA released the Capital Improvements Handbook. The event is presented in partnership with The McMahon Group, a CMAA Alliance Partner, and RSM, a CMAA Alliance Partner.



## **COMMUNICATIONS SUMMIT,** April 7-10, Boston, MA

The tenth annual event for communications professionals returned to its original location in Boston, MA. Attendees visited The Country Club of Boston, one of the oldest clubs in the US, and the distinguished Harvard Club Boston. The Summit is 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 very important and constantly changing aspect of club operations. This event is sponsored by Members First with additional support from Jonas, a CMAA Strategic Partner.



## **CHEF SUMMIT,** September 22-24, Savannah, GA

The CMAA Chef Summit is designed specifically for club chefs to boost their business acumen while connecting with fellow club chefs from around the country. This year's attendees heard from industry experts in the areas of leading with empathy, finance, and the future of robots in the kitchen. Attendees enjoyed the southern hospitality of The Landings Golf & Athletic Club on Skidaway Island, 12 miles from historic Savannah, GA. They were treated to specialty curated southern meals throughout the day and enjoyed evenings of glow golf, ax throwing, and music. This event is presented in partnership with ClubProcure, a CMAA Alliance Partner.



## **CLUB WELLNESS SUMMIT,** August 4-6, Boca Raton, FL

The 2024 Club Wellness Summit returned to an in-person format and was hosted at Boca Grove Country Club. The Summit is designed for club wellness professionals and club leaders who are interested in learning about how to integrate a variety of wellness offerings into their clubs. Attendees got to try their skills at padel, experience sunset meditation, and/or enjoy a chilling cold plunge. The education, networking events, and club tours will provide participants with critical insights into this very important and constantly changing aspect of club operations. This event was sponsored by Les Mills.



## **GOVERNANCE & LEADERSHIP SYMPOSIUMS,** February 8 and July 10, Virtual; and November 10-11, Charlotte, NC

Offered throughout the year and available in-person or virtually, these symposiums 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. The November Symposium was held at Carmel Country Club in Charlotte, NC, and featured a unique opportunity for attendees for both the Symposium and the National Student Education Conference to come together. These highly rated Symposiums are presented in partnership with KOPPLIN KUEBLER & WALLACE, a CMAA Executive Partner.



## **HUMAN RESOURCES SYMPOSIUM,** August 13-15, Washington, DC

The inaugural Human Resources Symposium made its debut in 2024. Held in Washington DC, it was hosted by two iconic clubs, Congressional Country Club and Cosmo Club. This year's theme was People and Culture. Sessions were designed around self-awareness, communication/ influence and networking, and making an impact. As a bonus, attendees had the opportunity to sign up for 30-minute personal coaching sessions with two powerhouse coaches. This event is presented in partnership with Club Benchmarking, a CMAA Executive Partner.



## **MEMBERSHIP & MARKETING SUMMIT,** July 24-25, Virtual

The virtual Membership and Marketing Summit featured six sessions over two days. The sessions were designed to help boost a club's member recognition and personalization; marketing and employee recruitment; and reputation and brand management. This Summit is designed to have an immediate impact on how professionals design and execute the membership experience, and is presented in partnership with Jonas, a CMAA Strategic Partner.

# 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 2024 CMAA CORPORATE PARTNERS!

### CMAA Strategic Partners



### CMAA Executive Partners



### CMAA Business Partners



### CMAA Alliance Partners



# Research Initiatives

CMAA continued to expand the research and resources, releasing relevant and timely information for data-driven decision making for club management professionals.

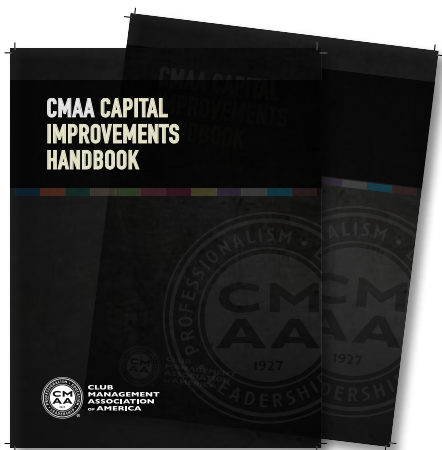
**MAY: 2023 FINANCE AND OPERATIONS REPORT**, in collaboration with Club Benchmarking



**SEPTEMBER: 2024 CLUB LEADER'S PERSPECTIVE REPORT**, in collaboration with GGA Partners



**AUGUST: CMAA CAPITAL IMPROVEMENTS HANDBOOK** (Task Force Collaboration)



**NOVEMBER: 2023 COMPENSATION AND BENEFITS REPORT**, in collaboration with Club Benchmarking

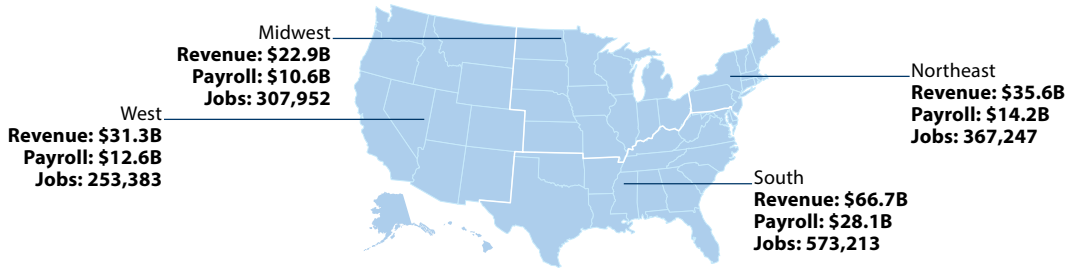




**NOVEMBER: 2024 ECONOMIC IMPACT REPORT**, a collaboration with Club Benchmarking and the National Club Association led by Professor SoJung Lee, PhD., of Iowa State University, and Ray Cronin, Founder of Club Benchmarking with contributions by Soyoung Park, PhD., Florida Atlantic University, and Jinwon Kim, PhD., University of Florida.

## Private Club Industry Economic Impact Report

Impact Across the US – Total by Region



*A landmark study by Club Benchmarking, the Club Management Association of America, and the National Club Association demonstrates the vast economic impact of private clubs across the US.*



### Ongoing:

Club Employee Demographic Assessment Year 2:

92%  
Response  
Increase

# 2024 Board of Directors



Back Row (Left to Right)

- Charles Johnson**, CCM  
Detroit Athletic Club, Detroit, MI
- Jeff S. Isbell**, CCM  
Renaissance, Haverhill, MA
- Haissam Baityeh**, CCM, CCE  
Washington Golf & Country Club, Arlington, VA
- Casey Newman**, CCM  
Lakeside Country Club, Houston, TX
- Kimberly Clark Warren**, CCM  
Saucon Valley Country Club, Bethlehem, PA
- Judy Higgins**, CCM, CCE  
Valley Lo Club, Glenview, IL
- William Shonk**, CCM, CCE  
Princess Anne Country Club, Virginia Beach, VA
- Joseph Krenn**, CCM, CCE  
Farmington Country Club, Charlottesville, VA
- Jack Slaughter**, CCM, CCE  
Carolina Country Club, Raleigh, NC

Front Row (Left to Right)

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Belle Meade Country Club, Nashville, TN

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## CHAIRMAN

**Joe Mendez**, CCM, CCE  
Avalon Yacht Club, Avalon, NJ

## VICE CHAIRMAN

**Richard L. LaRocca**, CCM, CCE  
St. Clair Country Club, Upper St. Clair, PA

## PRESIDENT & CHIEF EXECUTIVE OFFICER

**Jeff Morgan**, FASAE, CAE  
Alexandria, VA

# 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 FY2024 was \$692,893. 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

### 44 Scholarships Awarded in FY 2024

Sally Burns Rambo Scholarship	6
James B. Singerling Scholarship	8
Willmoore H. Kendall Scholarship	7
LaRocca Family Executive Scholarship	3*
Joe Perdue Scholarship	10
Student Chapter Grants	5
Faculty Research Grant	2

### 25 Chapter Education Grants 2024 \$35,750

New Member Recruitment Awards	12
Chapter of the Year Awards	9
Idea Fair Awards	2
Student Chapter Idea Fair Awards	2

### Outreach Support Provided \$162,963

Awards Breakfast	\$10,000
Hurricane Relief Support	\$30,000
National Student Education Conference Support	\$40,000
CMAA DEI Benchmarking Research	\$15,000
Tee It Up For The Troops	\$20,000
Student Development Initiative through the Chairman's Fund	\$47,963

### CMAA and CF Board of Directors Who Donated to CF in FY2024

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

\* Benefiting 6 individuals

# The Club Foundation Contributors

## DIAMOND - \$50,000+

Club Management Association of America

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

New Jersey Chapter  
Nicklaus Design  
Texas Lone Star Chapter

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

Mark A. Bado, MCM, CCE  
C.J. "Joe" Bendy, Jr., CCM, CCE  
Janine M. Budzius, CCM, CCE  
Carolinas Chapter and Foundation  
Lisa and Kevin Carroll, CCM, CCE  
Stephen L. Casey, Jr., CCM  
Cobalt Software  
Cheikhou T. Diagne  
Damon J. DiOrio, CCM, CCE  
Ryan Doerr  
Donald P. Emery, CCM, CCE  
Florida Chapter  
Georgia Chapter  
LuAnn G. Giovannelli, CCM, CAM  
Golden State Chapter  
Judith L. Higgins, CCM, CCE  
Brian R. Kroh, CCM  
Timothy P. Minahan, CCM, CCE  
Donald L. Misch, II, CCM  
Pittsburgh Chapter  
Edward J. Ronan, CCM, CCE

Susan Schenkel, CCM, CCE  
Jack S. Slaughter, CCM, CCE

## SAPPHIRE - \$1,000-\$2,499

Lawrence J. Avery, CCM, CCE  
Albert B. Antonez, CCM, CCE  
Joseph F. Basso, MCM, CCE, CAM, CSW

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Michael Bradfield, CCM, CCE, CAM  
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Robert J. Crifasi, CCM, CCE, CPA  
Anthony D'Errico, CCM, CCE  
Eric J. Dietz, CCM, CCE, PGA  
Thomas D. Elliott, CCM

Steven Freund  
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David Gerson

Lloyd Gillespie, CCM, CCE  
Carl Granberg, CCM, CCE  
Chris Hite

Ryan Kenny, CCM, CCE  
Patrick King, CCM, CCE  
William E. Langley, CCM, CCE  
Nicholas J. LaRocca

Richard L. LaRocca, CCM, CCE  
Todd D. Marsh, CCM, CCE  
Carmen Mauceri, CCM

Michael McCarthy  
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Jeffrey D. Morgan, CAE, FASAE  
Timothy E. Muessle, CCM, CCE

National Capital Chapter  
Casey Newman, CCM  
Ohio Valley Chapter

Oregon Chapter  
PigOut Roasters  
Mitchell S. Platt, MCM, CCE  
Randy Ruder, CCM, CCE

Saucon Valley Country Club  
Michael D. Seabrook, CCM, CCE

William S. Shonk, CCM, CCE  
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Burton Ward, CCM, CCE  
Kimberly Clark Warren, CCM  
Michael S. Wheeler, MCM, CCE  
Cindy A. Williams, CCM, CCE  
Gregory P. Wolf, CCM, CCE



***“Receiving this scholarship helps to secure my success in the club management world. It is such a great honor within the industry! As I continue on my adventure, I will never forget the people who helped me along the way. My dreams now seem closer than they ever have been before!”***

**Nicole TenHaken,  
2024 Kendall Recipient**

For a complete list of nearly 2,800 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 contribute \$10,000 each over five years to The Club Foundation to support CMAA Student Development Initiatives.

Albert B. Antonez, CCM, CCE  
Richard T. Avery & Lawrence "Skip" Avery, CCM, CCE  
Mark A. Bado, MCM, CCE  
Rick Bayliss, Jr., CCM, CCE  
C.J. "Joe" Bendy, CCM, CCE  
Michael Bradfield, CCM, CCE, CAM  
Carmel Country Club  
Carolinas Chapter  
Carolinas Club Foundation  
Lisa and Kevin Carroll, CCM, CCE  
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Anthony D'Errico, CCM, CCE  
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Donald P. Emery, CCM, CCE  
Florida Chapter  
Steven Freund  
Frederick Fung  
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Carl Granberg, CCM, CCE  
Patrick King, CCM, CCE

Brian R. Kroh, CCM  
William E. Langley, CCM, CCE  
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Todd D. Marsh, CCM, CCE  
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Timothy E. Muessle, CCM, CCE  
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Ohio Valley Chapter  
Pittsburgh Chapter  
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Edward J. Ronan, CCM, CCE  
Randy Ruder, CCM, CCE  
Michael D. Seabrook, CCM, CCE  
William S. Shonk, CCM, CCE  
Jack S. Slaughter, CCM, CCE  
Desi Speh  
Texas Lone Star Chapter  
Burton Ward, CCM, CCE  
Kimberly Clark Warren, CCM  
Michael S. Wheeler, MCM, CCE  
Cindy A. Williams, CCM



***"When I learned I would be receiving one of this year's scholarships, I felt deeply honored and excited, but also a profound sense of responsibility to make the most of this incredible opportunity."***

**Carl Acito,  
2024 Singerling Recipient**

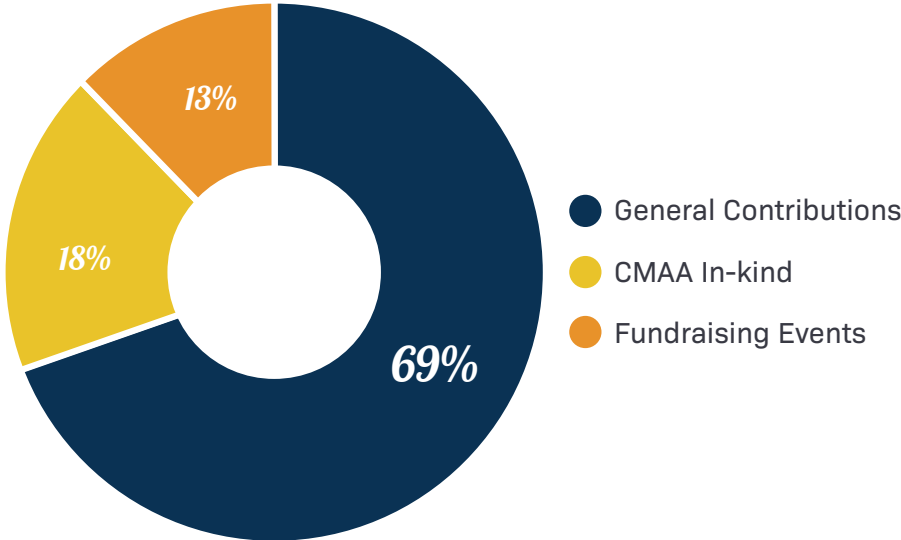


***"When I answered the phone and learned that I had received the James B. Singerling Scholarship, I was overwhelmed with relief, exhilaration, and just plain out happy. I believe that when people in my generation recognize that their hard work is paying off, it gives us hope."***

**Jacob Albuquerque, 2024 Singerling Recipient**

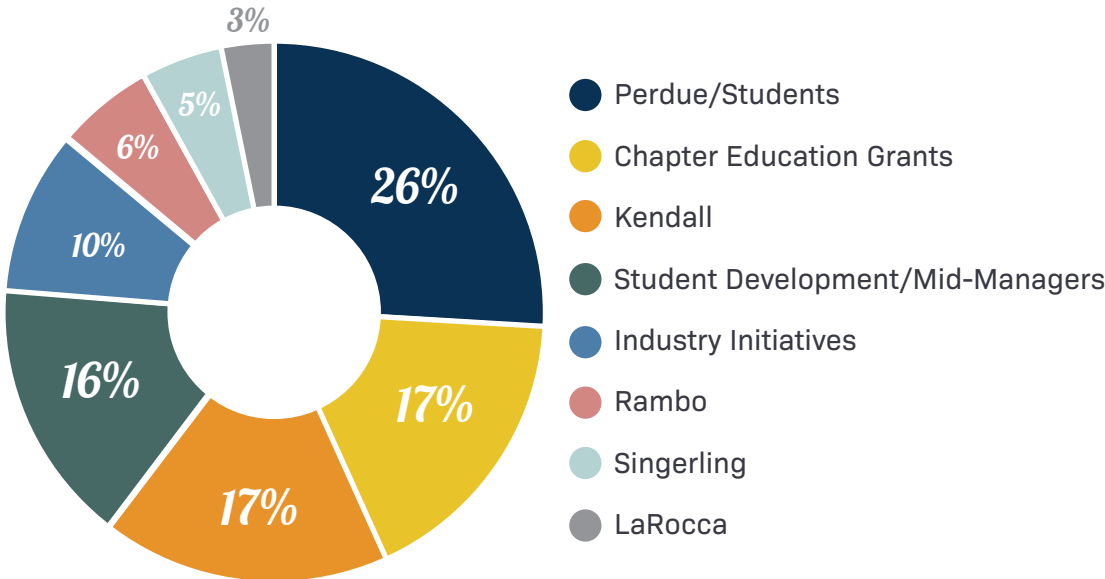
# Contributed Revenue by Percentage & Category

Fiscal Year 2024



# Scholarships & Grants Given by Percentage & Category

Fiscal Year 2024



# The Club Foundation Board of Governors



## CHAIRMAN

**Nicholas J. LaRocca**  
Muirfield Village Golf Club

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Bay Colony Community  
Association

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**Cheikhou Diagne**  
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**Vache Hagopian**  
Jonas Club Software

**Adam Harris**  
E-Z-GO

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**Joe Mendez**, CCM, CCE  
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Club Car LLC

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Georgia Chapter

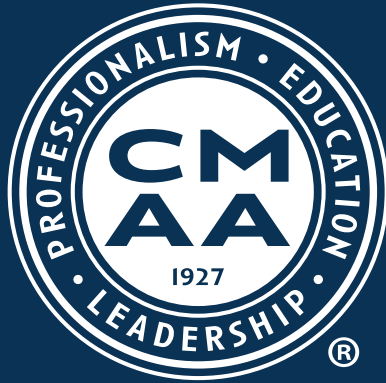
**Michael D. Seabrook**, CCM, CCE  
Belle Meade Country Club

**Terra S.H. Waldron**, CCM, CCE  
Desert Mountain Club

**Kelley J. Williams**, CCM  
Carolinas Chapter

## PRESIDENT & CEO

**Jeff Morgan**, FASAE, CAE



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Alexandria, VA 22314

703-739-9500

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[cmaa.org](http://cmaa.org)