****

**Charting our Club’s Journey**

**<Template Pro Tips:**

* **Customize the information listed in brackets to reflect your Conference experience and illustrate the value in your attendance for your club.**
* **Use bullets and borrow the descriptions within the Conference App so you do not have to reinvent the wheel.**
* **Add photos from events and sessions if you have them.**
* **Delete all green text before sharing.>**

**Prepared by <YOUR NAME HERE>**

# Purpose and Objective

I am grateful for the opportunity to attend the Club Management Association of America’s recent 2025 World Conference and Club Business Expo held February 5-9, 2025, in Tampa, FL. As the club industry’s premier annual event, CMAA's World Conference brought together 4,000 club management professionals from around the globe to connect, learn, and explore the business of club operations. Attendees experienced comprehensive educational sessions, networking opportunities, interactive forums, and the latest industry innovations and services showcased at the Club Business Expo.

Attendees had the opportunity to select from more than 65 sessions across all 11 competencies essential for success in club management. Presented by industry and business experts, these sessions offer solutions to today’s challenges in club management. With nearly 50 percent of speakers being new this year, the World Conference ensures a lineup of fresh perspectives and forward-thinking educational content.

The Club Business Expo, February 7-8, offered a two-day window to explore the offerings of more than 350 companies highlighting cutting-edge trends and innovations in the industry. CMAA showcased the latest in exhibitor products and services in the New Product Showcase. This year, CMAA launched the CMAA Apparel Mart powered by Tee Commerce and interactivity on the floor with a state-of-the-art portable padel court, as well as an AI racquet component. More than 350 companies were exhibited, and 100-plus were new to the Expo.

With up to 20.5 hours of continuing education credit available, the event helped me to discover new insights for our club operations, explore new solutions with the latest innovated club solutions, add to our team through recruitment opportunities with the next generation, and collaborate with fellow professionals at the largest annual event focused on the business of running a club.

The objective of this report is to share all relevant takeaways and resources to help our team implement the insights gained at the World Conference.

# Event Overview

**Day One: Wednesday, February 5**

It was a full day of stellar education, beginning at 10:15 a.m. with concurrent educational offerings. Session options included *Feeding Off of Feedback; Leading Cybersecurity Trends in Private Clubs: Third-Party Cybersecurity, Cyber Insurance, and AI/LLM Privacy;*

*REAL Impact Sales: Stand Out, Sell Big, and Succeed as You!; Seasonal Clubs: Understanding Current H-2B Visa and Seasonal Staffing Trends to Foster Future Success;* and *Beyond the Game: Navigating Identity and Mental Health.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

For the next one-hour session, concurrent sessions options included *You Have Your Team, Now Elevate: Enhancing Leadership and Engagement in Food & Beverage Operations; Creating an Impactful MarComm Department in Your Club; Is it Time to Add a Strategic Human Resources Business Partner to Your Team?;* and *Find Your Triessence: A Three-Part Personal Growth Plan for Leaders or Individual Contributors.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

After a brief lunch break, concurrent education sessions continued with *Navigating Pregnancy at Work Through Real-life Examples; Develop People or Deliver Results? The Best Leaders Do Both; From Handshakes to Hashtags: Mastering Interpersonal Dynamics for Membership Growth;*

*Predictive Planning: Insights into the Financial Impact of Private Club Trends;* and *Labor & Employment Law Under the New Administration: What Club Managers Need to Know.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The final block of concurrent sessions featured several interesting topics including. *Empathy: The Heart of Leadership Excellence; Six-Star Brands; Leading with Insight: Financial Strategies and Data-Driven Roadmaps for Aging Infrastructure and Maintenance; They'll Thank You for the Poetry: Boosting Your LIKE Factor;* and *Best Practices for Establishing a Modern-Day GM/COO Performance Management System.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Presented at 4:00 p.m., the day’s General Education Session featured NFL Hall of Famer and Leader Brian Dawkins. While he is best known for his triumphs on the football field at Clemson University and with the Philadelphia Eagles, Dawkins shared keen insights into the human condition and motivation. His presentation will help me provide inspiration for our team leaders and supervisors in how they can navigate better working relationships with their teams.

**<SHARE ANY TAKEAWAYS.>**

**Day Two: Thursday, February 6**

Our day began with the official Opening Business Session where attendees heard from featured Celebrity Chef Carla Hall*.* Hall shared her career journey and many obstacles. Her perspective on hospitality, risk taking, team building, and daily interactions with others was refreshing. She emphasized her belief that food connects us all. This perspective mirrors how our club operates and our emphasis on food & beverage as a connection point for our membership and guests.

**<SHARE YOUR KEY TAKEAWAYS.>**

The day continued with 90-minute concurrent education sessions including *15 Years of Financial and Business Model Research; The Silent Struggle; Building Strategy Around Talent; The 2024 Election Results: What Do They Mean for You and Your Club?;* and *Reimagining Your Club’s Brand: Defining and Designing the Future*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Following a one-hour lunch break, concurrent sessions resumed. These one-hour offerings included *Mastering Capital Projects: A Practical Guide to Using the Capital Improvements Handbook; Cross-Pollination of Ideas: Learning from Non-Club Membership Models;*

*Hurricane Communications with Internal Audiences in Private Gated Communities;*

*Private Clubs' Engagement with the Local Community;* and *Improv Your Influence: Fun and Effective Communication Strategies for Club Managers.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Education continued with 90-minute sessions pertaining to *Prepare to Lead: Governance Essentials 1.0; Everything I Need to Know (For Life and Work), I Learned From '80s Pop Culture;*

*Elevating Leadership: The Evolution of the AGM Role and Preparing to Transition into a GM Role; Fostering Connection and Mental Health;* and *Leading with Insight: Harnessing Self-Awareness to Empower Your Team.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

*The final block of education featured one-hour sessions including Leading Swiftly: Leadership Lessons All Women Can Learn From Taylor Swift; the Fixed Asset Register: A Mission Critical Aspect of Capital Planning; Governance 101: Essential Boardroom Insight for Hospitality Professionals; Discover Your Purpose and Find Fulfillment Now; and The Art of Collecting… and Protecting… Your Collection.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

**Day Three: Friday, February 7**

***<BEGIN HERE IF YOU ATTENDED THE AWARDS BREAKFAST>***

The day began at 8:00 a.m. with the Member and Chapter Awards Breakfast general session celebrating the achievements of the club management professionals meeting professional milestones, individual innovators, members, and local Chapters and showcasing The Club Foundation’s scholarship and grant recipients. After the awards presentations, we heard from renowned leadership expert Colonel USAF (Ret.) DeDe Halfhill. Described by Dr. Brené Brown as one of her “leadership heroes and a total badass,” Halfhill is a proven leader who draws from 25 years of command experience and as a senior advisor to the military’s highest-ranking officials to provide a real-world perspective on the power of embracing humanness and vulnerability in leadership. She shared thought-provoking tenets of leadership in challenging environments. **<SHARE ANY TAKEAWAYS IF YOU ATTENDED.>**

Next, I visited the Club Business Expo. More than 350 companies were on-hand with cutting-edge trends and innovations in the industry. I also took time to explore the interactive elements of the Expo including the New Product Showcase, the Apparel Mart, and the state-of-the-art portable padel court with complimentary AI racquet component. With 100-plus new exhibitors, there were aisles and aisles of possibilities.

**<SHARE YOUR INTERACTIONS WITH A VENDOR/SERVICE PROVIDERS WHO MIGHT HAVE A SOLUTION OF INTEREST TO YOU CLUB.>**

***<BEGIN HERE IF YOU DID NOT ATTEND THE AWARDS BREAKFAST>***

I started my day by visiting the Club Business Expo. More than 350 companies were on-hand with cutting-edge trends and innovations in the industry. I also took time to explore the interactive elements of the Expo including the New Product Showcase, the Apparel Mart, and the state-of-the-art portable padel court with complimentary AI racquet component.

**<SHARE YOUR INTERACTIONS WITH A VENDOR/SERVICE PROVIDERS WHO MIGHT HAVE A SOLUTION OF INTEREST TO YOU CLUB.>**

**<ADD IN IF ATTENDED>**

From 1:00 to 3:00 p.m., I participated in the Career Opportunities and Mentoring Showcase, advertising our club’s internships and entry-level positions to the hospitality student members in attendance. Approximately 150 students from top hospitality programs around the country attended this event and had access to explore our program information.

**<INSERT A SENTENCE ABOUT AN INTERACTION WITH A STUDENT WHO MAY BE INTERESTED IN WORKING FOR YOUR CLUB.>**

After the showcase, it was back to education for the remainder of the afternoon. Concurrent one-hour sessions included *The Artificial Intelligence Revolution: Unlock the Power of AI for Your Organization; Mastering the Club Calendar: Essential Strategies to Elevate Every Member Experience & Alleviate Burnout; Navigating the Ten Tensions of Leadership; Accounting and Financial Leadership: CMAA Contemporary Club Management, Fourth Edition;* and

*Elevating Leadership: Building and Sustaining Engaging Mentorship Programs.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The day ended with the General Education Session featuring Strategist DeEtta Jones. DeEtta Jones is a go-to strategist on equity, diversity, inclusion, and workplace transformation, bringing 30 years of experience developing practical tools to build managerial effectiveness and making structural and sustainable organizational change. She provided great insights into making changes within the workplace, handling employee feedback, and becoming an employer of choice.

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

**Day Four: Saturday, February 8**

Saturday morning’s education began at 8:30 a.m. with a general session featuring speaker and author Kevin Brown. He shared his simple philosophy that separates world-class organizations and high-performance people from everybody else. He was far and above one of the best speakers that I’ve ever heard. He told an amazing story of how one Chef connected with his son during a trip to Disney and how that simple act of going beyond changed lives – his, hers, and many more.

**<SHARE ANY TAKEAWAYS.>**

After the morning session, I returned to the Club Business Expo to continue researching new options and solutions for our club. With 100-plus new exhibitors, there were aisles and aisles of possibilities.

**<SHARE YOUR INTERACTIONS WITH A VENDOR/SERVICE PROVIDERS WHO MIGHT HAVE A SOLUTION OF INTEREST TO YOU CLUB.>**

Following lunch, education resumed with one-hour session. Offerings included *Streamlining Operations with a Fleet Management Tool; What Do You Know About Your Golf Course?;*

*Inclusive Innovation: Exceeding Expectations in a Modern Food Landscape; The President's Panel;* and *Embracing Neurodiversity: Inclusive Techniques to Enhance Club Experiences for All Members.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The final 90-minute education sessions of the day featured *Developing Effective Club Communications for All Age and Use Groups; How Hire Right, Train Right, & Treat Right (Walt Disney's Secrets To Create a Winning Club Culture); The Power of Vulnerability: Transforming Leadership through Honest Conversations;* and *Vision to Reality: Best Practices and Tactics for Beginning Your Foodservice Design.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The day ended with an incredible Networking Event at the Florida Aquarium. It was a fantastic opportunity to make new connections and expand my network of club management professionals while gaining new ideas for future club events. The Aquarium featured multiple spots within the venue, including the dockside Victory Ship, three levels, and a rooftop deck. It provided great illustration of how to manage a large crowd with various F&B action stations, outlets, and activities and could help with future planning of our club events.

**Day Five: Sunday, February 9**

The final day provided more education, including two different blocks of concurrent education and the final general education session.

Education began with an offering of one-hour sessions began at 8:00 a.m. Topics included *Successfully Navigating the Club Manager Contract Offer/Renewal Process; A Year of Transformation: Harnessing Best Practices to Create a Coaching Culture; “Unreasonable” Culture;* and *Racquets State of the Industry Update: Understanding the Acronyms in the Racquets World.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The last round of one-hour sessions included *Metrics Maverick: Unleashing Data for Club Success; Effective Recruitment and Staff Management of US & International Seasonal Workers in Private Clubs; Uniting Distinctive Leaders: Embracing Diversity, Championing Inclusion, Shaping the Future of Clubs; Employer of Choice Principles at Private Clubs;* and *Navigating Your Path to the Certified Club Manager (CCM) Designation: Insights & Answers for Aspiring Club Managers***<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The day ended at 12:15 p.m. at the close of the Closing Business Session, spotlighting celebrity drummer Mark Schulman. With more than 32 years of electrifying stages worldwide, he not only brings unparalleled energy to music but also translates this dynamism into motivational speaking, where he becomes the bridge between the pulsating heart of rock ‘n’ roll and transformative business and corporate leadership. As a cancer survivor, Mark's resilience and vitality infuse his keynotes. He shared the secrets of rock star performance, emphasizing attitude's role in driving extraordinary outcomes.

**<SHARE ANY TAKEAWAYS.>**

**Additional Activities**

**<ADD IN IF VISITED>**

**Idea Fair**

Between education sessions and networking breaks, I took the opportunity to browse the Idea Fair (think the science fair of great club operations ideas). There were more than 300 entries submitted by clubs from all over the country across 16 operational categories including events, holiday programs, staff management and incentives, membership development, cost/time-saving concepts, internships, and more. Archived digitally, these ideas will be available throughout the year for new programming ideas for our members and employees.

**<SHARE A SPECIFIC ENTRY THAT WOULD BE A GREAT IDEA AT YOUR CLUB>**

**<ADD IN IF ATTENDED>**

**Open Space**

Between sessions, I took advantage of the 30-minute Open Space sessions. These sessions included mini think tanks hosted by other club management professionals who suggest and host the topic, as well as sessions hosted by industry experts and session presenters. Options included *Fostering Connection at Work; Feeding Off of Feedback; How Clubs Can Leverage Racquet Sports to Drive Member Engagement and Excellence;* and *Beyond the Clipboard: Digital Governance and Safety for the Modern Manager.*

**<LIST WHICH SPECIFIC OPEN SPACE YOU ATTENDED and SHARE A KEY TAKEAWAY.>**

**<ADD IN IF UTILIZED>**

**Recruitment**

I utilized the complimentary job boards to advertise our club openings and seek new talent for our team. These job boards are highly sought after by professionals seeking new opportunities on site.

**<INSERT A SENTENCE ABOUT AN INTERACTION WITH PROFESSIONAL WHO MAY BE INTERESTED IN WORKING FOR YOUR CLUB OR NUMBER OF LEADS GENERATED.>**

**Ideas for Immediate Implementation**

|  |  |
| --- | --- |
| **Idea** | **Department** |
|  |  |
|  |  |
|  |  |

**Ideas for Implementation in Q3&4 in 2025**

|  |  |
| --- | --- |
| **Idea** | **Department** |
|  |  |
|  |  |
|  |  |

**Long-Term Planning for 2026-2029**

|  |  |
| --- | --- |
| **Idea** | **Department** |
|  |  |
|  |  |
|  |  |

# About CMAA, the CCM, and Future World Conferences

A blue and black logo

Description automatically generatedFounded in 1927, the Club Management Association of America (CMAA) is the largest professional association for managers of membership clubs with more than 8,100 members throughout the US and internationally. Our members contribute to the success of more than 3,000 country, golf, athletic, city, faculty, military, town, and yacht clubs. The objectives of the Association are to promote relationships between club management professionals and other similar professions; to encourage the education and advancement of members; and to provide the resources needed for efficient and successful club operations. Under the covenants of professionalism, education, leadership, and community, CMAA continues to extend its reach as the leader in the club management practice. CMAA is headquartered in Alexandria, VA, with 38 professional chapters and 40 student chapters and colonies. Learn more at [**cmaa.org**](http://www.cmaa.org).

A blue and gold logo

Description automatically generatedThe Certified Club Manager (CCM) designation was established in 1965. The CCM indicates that a club management professional has completed a rigorous course of study and training and shows a dedication to proficiency and expertise in club management. The CCM is the hallmark of professionalism in club management. It is a valuable and widely respected mark of a manager’s commitment to professional development and the club industry. In order to receive the CCM designation, one must be a Professional member of CMAA for at least six years, invest time in specified education requirements, attend at least one World Conference and Club Business Expo, and maintain activity within their local Chapter. After these conditions have been met, the individual must pass the CCM Exam. On-going maintenance requirements are required every five years for individuals to continue to use the designation. Attainment of the CCM title shows a long-term commitment to professional development and club management.

The 2026 World Conference & Club Business Expo will be held in Anaheim, CA, February 17-21, 2026. The Centennial Celebration Conference will be held Chicago, IL, January 31-February 4, 2027, honoring the city where CMAA’s first Conference was held where delegates voted to create the national organization.