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# Celebrating 50 Years of Professionalism

1961 was a landmark year for the Club Managers Association of America (CMAA), with its membership topping 2,000 members for the first time. While the country was debating civil rights and counterculture, the club management profession was also experiencing a dramatic shift. It was a shift that would ultimately benefit more than 1,500 club management professionals and the greater club industry.

At the 1961 CMAA Convention in Denver, more than 1,000 managers were in attendance. After a strong call by then-CMAA President Kenneth Meisnest to develop a certification program for club managers, the membership was ringing with talk. “Someday you could have after your name... **CCM for Certified Club Manager**. This will be done by a committee which will determine experience and training requirements and, after examination; a method would be evolved for assuring continued competence in our field.”

Meisnest’s vision included the development of a set of training-education programs that would also benefit subordinate club staff and employees - making the entire club operation, and indeed the industry as a whole, the beneficiary of such a certification program.

In 1962, official steps were taken to develop the CMAA certification program. Bylaws were passed that incorporated the program, but the development was slow and deliberate to ensure the approach was equitable.

For years, the club management profession was one that did not require an educational background or prerequisite, and consequently many managers moved into positions and advanced their careers without formal training or even college degrees. The prospect of implementing a certification program made many of these managers question their continuing place in this evolving field.

To honor the many members who shared these concerns while at the same time encouraging academic preparation

and continued educational growth, the Association developed a point system, taking into account the work experience of current managers.

“They were attempting to create a balance in the areas of experience, education and CMAA involvement in order to give recognition where recognition was due and to measure competence,” explained former CMAA president Horace G. Duncan, CCM. “We were pioneers in certification. Only a few organizations really had a certification program at that time.”

These changes weren’t without opposition, however. Duncan explained that many members were wary and skeptical about going through a program where they would have to become certified. “Eventually, they saw the light and accepted [certification] - it turned out to be a great thing! Many other organizations copied what we were doing. It was one of our greatest moves.”

That great move came to fruition in 1965, when the first certification requirements were officially implemented. In 1966, at the 39th CMAA Conference the first class of 150 Certified Club Managers were formally recognized for the first time and many more were in the process of completing the basic requirements. The next year, the number of CCMs jumped to 241, with an added 61 managers in the process of attaining their designation.

More than 50 years later, Meisnest’s vision has become a reality. CMAA’s certification program is the most respected in the hospitality industry and the CCM designation is considered 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.

Join the more than 1,500 Certified Club Managers worldwide; review the pathway beginning on page 6.





## Club Management Competency Areas

### 1. Club Governance

History and types of clubs, membership types, bylaws, policy formation, board relations, chief operating officer concept, committees, committee relations and career development in clubs.

### 2. Food & Beverage Management

Food and beverage trends, food and beverage service, menu development, catering sales and operations, theme functions, nutrition and wellness programs, dining room design, equipment, ordering, receiving, controls, inventory, wine and beverage operations and development, food and beverage training, personnel issues, sanitation, food and beverage technology.

### 3. Accounting & Financial Management

Accounting and financial issues, capital projects, strategic planning, uniform systems of accounting, audits, financial analysis, Internal Revenue Service (IRS) issues, cash flow and forecasting, budgeting, technology issues, business office organization, compensation and benefits administration and long-range financial planning.

### 4. Human & Professional Resources

Employee relations, employee communication, time management, recruiting strategies, hiring and selection, performance systems, training and development, progressive discipline and terminations and other legal issues, stress management, organizational development, labor issues, compensation and bonus programs, balancing job and family, pre-employment testing and performance evaluation issues.

### 5. Leadership

Motivation and team building, coaching and developing others, building relationships, diversity, conflict management, strategic planning, delegation, problem analysis and decision making, improving performance, providing performance feedback, conducting performance discussions, professional image and dress, negotiation and member contact skills.

### 6. Membership & Marketing

Membership strategies, membership planning, club managers role in marketing and membership, membership satisfaction surveys, membership orientation programs, working with membership committees, working with the media, newsletters and membership technology.

### 7. Golf, Sports & Recreation Management

Golf operations and etiquette, rules of golf, golf course maintenance, the role of the superintendent, grasses, turf, conditioning practices, budgets and forecasting, golf tournament operations, golf equipment, future trends in golf, environmental issues, junior programs, tennis operations, swimming pool management, yacht club facilities management, fitness center and spa management and locker room management.

### 8. External & Governmental Influences

Legislative influences, privacy, regulatory issues, club law, liquor liability, labor laws, immigration laws, Internal Revenue Service, current legal issues affecting clubs and disaster preparedness.

### 9. Facilities Management

Preventative maintenance, housekeeping, security, insurance and risk management, clubhouse remodeling and renovation, lodging, energy and water management, laundry, sustainability and conservation.

### 10. Interpersonal Skills

Active listening skills, effective writing skills, conducting oral and written presentations, promoting communication between departments, negotiation, actively seeking member and employee feedback, communicating ideas effectively with employees and members, expressing disagreements tactfully, seeking clarification, achieving positive working relationships, role modeling and communication skills.

## Management to Leadership



### CMAA Management to Leadership Model

The club industry, and especially club members, have shifting and ever-increasing expectations of the role of the general manager. It is also growing more apparent that the tried and true model of manager as “chief operating officer” alone appears to fall short of those increasing needs.

The general manager at a club has a wide range of responsibilities and authority that all factor into his or her success at the club. The management model that CMAA has accepted and by which we have defined ourselves is shifting. The Management to Leadership Model embraces a more accurate and timely model to reflect the industry today.

The Management to Leadership Model is based upon the theory that general managers/COOs are responsible for three major areas: operations, assets/investments and club culture. This construct more accurately expresses today's general manager/COO as the professional responsible for the multiple facets of club operations, as well as managing the club's assets/investments and culture. It is a continuum of constant building and honing of skills and competencies.

The foundation of the model is the successful management of club operations. The components of this foundation are already defined by CMAA as the core competencies of a general manager/COO.

The second tier of the model is mastering the skills of “asset management.” Today's general manager/COO must be able to manage the physical property, the financial well-being and the human resources of the club. These facets of the manager's responsibility are equally as important as managing the operations of the club.

The third and final tier of the new model is preserving and fostering the culture of the club. The culture of the club can be defined as the club's traditions, history and vision. Many managers intrinsically perform this function; however, it is often an overlooked and underdeveloped quality.

This model of leadership is embodied in all of CMAA's BMI programs. Learning to be a leader and incorporating the specific tenets of this model into your professional style will increase your effectiveness as a manager, and make you a true asset to your club.

### Club Governance Model

CMAA has drawn from the best practices in non-profit governance systems to develop a model for the governance of private clubs that provides for (1) an efficient flow of authority from the club owners to the general manager and staff; and (2) a simple method for tracking accountability from the staff back to the owners. The club governance model is designed to:

- Clarify roles of key participants in the governance process (club members; board members; president; committees; general manager).
- Document policies from members to the board (via bylaws) and from the board to the general manager (via the board policies manual), and from the general manager to the staff (via the operating procedures).
- Keep the board focused mainly on strategic issues and leave the operational issues and decisions to the general manager.
- Reduce the discontinuity that can occur after elections of new board members and officers.
- Ensure that authority follows responsibility and that accountability is accurately and fairly tracked.
- Provide “structure with flexibility” to clubs of various sizes and types and preserve the culture and community atmosphere while improving the efficiency of club governance and operations.



# Attaining and Maintaining Your Certification

## Certified Club Manager (CCM) and Beyond

In many professions, a successful career is marked by an appropriate degree of professional development, verified by a credible certification program and recognized by both the public and one's peers. The Certified Club Manager (CCM) designation has been the hallmark of professionalism in club management since 1965 and is the cornerstone of CMAA's member recognition program. It is a valuable and widely-respected mark of a manager's commitment to professional development and the club industry.

As with its education programs, CMAA's recognition program is a dynamic, continuing process. It includes two levels of recognition: CMAA's prestigious Honor Society and the Master Club Manager (MCM) designation.

A Certification Maintenance Requirement (CMR) ensures that managers continue to develop professionally. Under this program, CCMs will have five years in which to attain specified certification credits to maintain certification. See page 12 for additional information on the maintaining the CCM. The entire program is under the jurisdiction of the Certification Committee with oversight provided by the Association's Board of Directors. It is the committee's responsibility to consider suggestions from the members and to ensure that the certification program adapts to the ever-changing club management environment.

The Certified Chief Executive (CCE) was introduced in 2008. See page 12 for more information on the CCE.

## Understanding Your CMAA Education Credits

While education can take many forms, for certification purposes, CMAA education is defined as a structured experience that enables the purposeful growth of the individual in the club management field in a manner that can be assessed by CMAA. Credits are given for CMAA/CMI-endorsed educational programs and for CMAA-approved equivalents. At least one-half of the total Education Credit requirement must come from CMAA-sponsored educational programs.

The general rule is that one Chapter Education Credit is awarded for each full hour of instruction. Fractional credits are awarded for chapter education programs as long as they

are longer than one hour in length (i.e., if a session is 90 minutes, attendees receive 1.5 credits). When computing credits, time for breaks, meals and other non-instructional activities is excluded.

### Club Management Institute (CMI) Education Credits

CMI Education Credits are awarded for CMAA National Education including Conference education at the annual World Conference and Club Business Expo, the Leadership/Legislative Conference, the Mid-Management Conference, all BMI programs and workshops (both at the local and national level).

### Chapter Education Credits

Responsibility for the assessment of programs of four hours or more falls jointly on the local chapter and the Club Management Institute through the National Headquarters Education Department. To receive full credit for a chapter educational program of four hours or longer, the program must be approved in advance by the Education Department at the National Headquarters. Programs of four hours or longer for which prior approval has not been granted are subject to a three and one-half credit limitation.

Requests for approval should indicate:

- Date and location of program;
- Hours of instruction (excluding time for breaks and meals);
- Subject or title of program;
- Speaker(s), along with biographical information;
- Outline of presentation; and
- Method of testing (if the program is to qualify as a workshop).

The request for approval may be submitted by mail or fax in letter form or by using the Chapter Education Meeting/Workshop Request Form found on the CMAA website at [www.cmaa.org/SpeakersGuide.aspx](http://www.cmaa.org/SpeakersGuide.aspx). Programs of more than eight hours of instruction in one day will not be approved. All chapter education meetings must have at least five members in attendance from three different clubs for the meeting to count as Chapter Education. All Chapter Education should be submitted to the CMAA Education Department by the Managing Director or other chapter officer via the "Submit Minutes" link on the CMAA website.

## Workshops

To satisfy the workshop requirements for certification purposes, an educational program must consist of at least six hours of instruction (excluding meals and breaks) covering one club-specific topic, and must include an examination or other assessment of learning at the conclusion of the program. If the program is not from the list of CMI-approved workshops (found in the CMAA Guide to Speakers and Workshops online at [www.cmaa.org/SpeakersGuide.aspx](http://www.cmaa.org/SpeakersGuide.aspx)), advance approval is required to qualify as a workshop.

Other educational programs that are considered as workshops for certification purposes include CMAA Wine Society workshops, Mid-Management Conferences, Leadership/Legislative Conferences, the CCM Review Course, the Educational Institute Certified Hospitality Educator workshop, all BMI programs not required for certification and the CMAA World Conference (when over and above the one required Conference). All workshops, regardless of length, will count as one workshop.

## Allied Association Education Credits

Successful participation in programs with specified allied associations earns Education Credits for CMAA members. However, these credits do not count toward the 30 Education credits requirement to become enrolled in the CCM process or the CMAA/CMI Education Credits requirement for certification, the Certification Maintenance Requirement, Honor Society or MCM eligibility. Allied Association Credits are limited to a maximum of 10 Credits in a one-week period. The following allied associations are currently recognized:

- American Culinary Federation
- American Hotel and Lodging Association
- American Junior Golfers Association
- American Society of Golf Course Architects
- Association of Club Catering Professionals
- Association of Golf Directors of France
- Association Mexicana de Gerentes de Clubes de Golf, A.C.
- Association of College and University Clubs
- Association of Golf Merchandisers
- Association of Pool and Spa Professionals
- Association of Private Club Directors
- Belgian Association of Golf Club Secretaries
- British Institute of Club Management
- Canadian Professional Golfers Association
- Canadian Society of Club Managers
- Club Chefs Association of America
- Club Managers Association of Australia
- Club Managers Association of Europe
- Club Managers Association of Hong Kong
- Club Managers Association of Malaysia
- Club Managers Association of Mexico
- Club Managers Association of Singapore
- Club Management Association of Southern Africa
- Club Managers Spain
- Club Secretaries' and Managers' Association of Great Britain
- Club Spa & Fitness Association
- Colombian Club Managers Association
- Community Association Institute
- Culinary Institute of America
- Danish Golf Managers Association
- European Golf Course Owners Association
- Finnish Golf Managers Association
- Foodservice Consultants Society International
- Golf Course Builders Association of America
- Golf Course Superintendents Association of America
- Golf Club Managers Association UAE
- Golf Club Managers Association (UK)
- Golf Management Australia
- Golf Management Association of Germany
- Golf Management Association of Sweden
- Hospitality Financial and Technology Professionals
- International Association of Golf Administrators
- International Council on Hotel, Restaurant and Institutional Education (CHRIE)
- International Facilities Management Association
- International Food Service Executives Association
- International Health, Racquet and Sports Club Association
- International Military Community Executives Association
- Irish Associate of Golf Club Secretaries
- Ladies' Professional Golf Association
- Locker Room Managers Association
- National Association of Catering Executives
- National Club Association



- National Golf Car Manufacturers Association
- National Golf Course Owners Association
- National Golf Foundation
- National Restaurant Association
- North American Association of Club Athletic Directors
- PGA TOUR
- Portugal Club Managers Association
- PGA of America
- Professional Club Marketing Association
- Private Clubs Alliance of Russia
- Sommelier Society of America
- United States Golf Association
- United States Professional Tennis Association
- United States Sailing Association
- United States Tennis Association

Members who attend allied association educational programs should apply for credits by submitting a Petition for Allied Association Credits. This form is available online at [www.cmaa.org/documentcentral.aspx](http://www.cmaa.org/documentcentral.aspx) under the Education category.

A copy of a certificate of completion for an allied association program will serve in lieu of the instructor's signature on the petition form.

### Other Education Credits

(Accredited College or University)

- For full-time attendance in a non-hospitality program, participants are awarded 20 credits per academic year (two semesters or three quarters).
- For full-time attendance in a hospitality program, participants are awarded 35 credits per academic year.
- Degree recipients are awarded 10 credits per degree. Attainment of a degree is not a requirement to receive credits for college-level coursework.
- A maximum of four years in an undergraduate program will be accepted.
- Credits for part-time enrollment or individual college courses are awarded on the basis of one CMAA Education Credit for every three college credit hours earned based on the semester system.
- Credits for graduate-level college coursework are awarded as follows: 30 credits per academic year (two semesters or three quarters) in a non-hospitality program and 45 credits per academic year in a hospitality program.

Because it is unlikely that members would be able to enroll in a full-time advanced degree program, 10 to 12 graduate semester credit hours are considered the equivalent of a full-time semester course load in determining the number of credits to be awarded.

- Credits for individual graduate-level courses taken without completion of an advanced degree program are awarded on the basis of one CMAA Education Credit for every two graduate semester credit hours earned.
- A maximum of two years in a Master's program and three years in a Doctoral program will be accepted.
- For teaching entire college courses, Other Education Credits are awarded on the basis of four credits per semester credit hour.

### Other Certification Programs

CMAA recognizes the value of hospitality-related certifications and credentials. Ten Education Credits are awarded for the following:

- Certified Catering Executive (CCE)
- Certified Engineering Operations Executive (CEOE)
- Certified Executive Chef (CEC)
- Certified Food and Beverage Executive (CFBE)
- Certified Food Executive (CFE)
- Certified Food Manager (CFM)
- Certified Foodservice Professional (CFSP)
- Certified Hospitality Accounting Executive (CHAE)
- Certified Hospitality Educator (CHE)
- Certified Hospitality Housekeeping Executive (CHHE)
- Certified Hospitality Supervisor (CHS)
- Certified Hospitality Technology Professional (CHTP)
- Certified Hotel Administrator (CHA)
- Certified Human Resources Executive (CHRE)
- Certified Military Beverage Executive (CMBE)
- Certified Military Club Executive (CMCE)
- Certified Public Accountant (CPA)
- Certified Rooms Division Executive (CRDE)
- Fellow of Professional Club Managers (FPCM)
- Foodservice Management Professional (FMP)
- Master Hotel Supplier (MHS)
- Professional in Human Resources (PHR)
- Sommelier
- American Culinary Federation Educational Institute (one certification only)



## Association Activity Credits

1. CMAA Membership .....	2 credits per year
2. Chapter Business Meetings .....	1 credit each
3. Chapter Officers and Chairmen*(*)	
A. President .....	8 credits per year
B. Vice President.....	4 credits per year
C. Secretary and/or Treasurer .....	4 credits per year
D. Member, Board of Directors (no other office) .....	2 credits per year
E. Education Chairman .....	4 credits per year
F. Membership Chairman .....	4 credits per year
G. Legislative Chairman (one per state) .....	4 credits per year
H. Public Relations Chairman .....	4 credits per year
I. Executive Career Services Chairman .....	4 credits per year
J. Certification Chairman .....	4 credits per year
K. Technology Chairman .....	4 credits per year
L. Premier Club Services Liaison .....	2 credits per year
M. Student Chapter Liaison (one per student chapter) .....	2 credits per year
N. Club Foundation Liaison .....	2 credits per year
O. Chapter Directors.....	2 credits per year
P. Chapter Wine Representatives .....	2 credits per year
4. Regional Chapter Presidents, Chairmen and Directors* .....	2 credits per year
5. National Directors.....	10 credits per year
6. National Officers (other than a board member) .....	15 credits per year
7. National Committee Chairman.....	4 credits per year
8. National, Ad Hoc, At-Conference Committee Members .....	2 credits
9. Local Chairman, Annual Conference .....	10 credits
10. Chairman, National Mid-Management Conference.....	5 credits
11. Chairman, Nationally-sponsored Club Foundation Fundraiser.....	5 credits
12. Chairman, Chapter-sponsored Club Foundation Fundraiser.....	2 credits
13. Chairman, CMI National/Regional Workshop .....	4 credits
14. Chairman, Wine Society Silent Wine Auction.....	5 credits
15. Member, International Wine Society .....	1 credit
16. Member, Wine Society Board of Managers .....	2 credits
17. Full Annual Conference Registration** .....	12 credits
18. "Education-Only" Conference Registration.....	8 credits
19. "Badge-Only" Conference Registration.....	4 credits
20. "Student" Conference Registration** .....	2 credits
21. Attendance at the Conference Opening Business Session .....	2 credits
22. Attendance at the Conference Closing Business Session .....	2 credits
23. Idea Fair Entrant (each entry).....	1 credit
24. Idea Fair Winner (each winning entry) .....	1 credit
25. Leadership/Legislative Conference** .....	3 credits
26. Mid-Management Conference Registration** .....	4 credits
27. Published Articles (minimum 750 words) .....	2 credits
28. Featured Speakers.....	2 credits each
Chapter meetings other than member's own chapter and others (i.e., professional, civic or academic groups). Speeches must relate to club management, must be at least 25 minutes long and be presented to a group of at least 15 persons.	
28. CMAA/CMI-endorsed workshops attended but not successfully completed .....	varies
(did not attend entire workshop, failed or did not take the exam)	
29. College Teaching (entire course) .....	4 education credits per semester credit hour
30. Member, Presidential Task Force.....	2 credits each
31. Member, The Club Foundation Board of Governors.....	8 credits each
32. Member, The Club Foundation Committee .....	2 credits each
33. CMAA Webinar*** .....	1 credit each
34. CMAA Survey Completion.....	1 credit per year

\* If more than one office is held, the higher credit value for one position is given.

(\*) If more than one member shares a chapter position, total credits for that position are equally split among the members.

\*\* Education Credits are also offered at this program.

\*\*\*Must be the live webinar.



## Beginning the CCM Process

1. Enrollment in the CCM process will automatically happen once a member earns 30 CMAA education credits (combination of CMI and Chapter Education credits).
2. While National Headquarters staff will make every effort to maintain an accurate record of each member's certification credits, it is the responsibility of individual members to keep track of credits they have earned. Members should check with their Chapter Managing Director, Secretary and/or the National Headquarters to ensure that all credits earned are recorded. A complete credit history may be viewed on CMAA's website via the My CMAA tab.
3. Candidates should review this resource and the specific requirements for eligibility to take the CCM exam. Using the requirements, each individual should plan the schedule for when budget and schedule allows to attend the required in-person BMI courses, engage in chapter events and activities, and successfully plan time for exam preparation.

## Eligibility Requirements to Take the CCM Exam

The following are requirements for eligibility to take the CCM exam:

- Education Credits 200 credits (a minimum of 100 must be from CMAA [CMI or chapter] education, at least 25 of which must be earned at the chapter level) (see Note 1)
- Association Activity Credits 50 credits (see Note 2)
- Additional Credits 50 credits (Education, Associate Activity or Experience) (see Note 3)
- Total Credits 300 credits
- Attendance at one CMAA World Conference on Club Management (with attendance at a minimum of four education sessions)
- Professional membership status in CMAA for a minimum of six years
- Successful completion of two CMAA/CMI pre-approved workshops
- Successful completion of BMI Club Management, BMI Leadership Principles, BMI General Manager/Chief Operating Officer and either BMI Golf Management or BMI Food & Beverage Management. The BMI courses do not need to be taken in any particular order.

NOTE 1: The 25 Chapter Education Credit requirement is waived for CMAA international members (those not residing within an established chapter area). Only CMI Education credits may be substituted.

NOTE 2: Chapter Education Credits in excess of the 25 required may be used to satisfy the Association Activity requirement provided they are not needed to satisfy the 200 Education Credit requirement.

NOTE 3: The accrual of credits for club management experience ended as of March 31, 1991. Experience Credits earned prior to that date and submitted before December 31, 1991, count toward the 300 total credit requirement for certification as well as the requirements for Honor Society and the MCM designation. They do not count toward the Education or Association Activity Credit requirements for certification.

## Applying for the CCM Designation

How to apply for the CCM designation:

1. File the Certification Petition Form provided by CMAA together with the non-refundable petition fee of \$75. A Certification Petition can be found on page 27 of this brochure.
2. Members need not have completed all of the eligibility requirements before submitting a petition, but should be reasonably close to completing all of the requirements before petitioning.
3. Members claiming Education Credits for college education must include an official final college transcript (not a copy of the degree or diploma) with the petition unless a transcript has previously been submitted to CMAA National Headquarters. Electronic or fax copies of a college transcript are not acceptable.
4. The petition is reviewed at the National Headquarters to ensure eligibility requirements have been met.
5. The applicant will be notified by mail of approval or disapproval of the petition. If approved, the candidate is notified of the cost, date, time and procedure to follow for taking the examination.

## The CCM Exam Process

### Paying the Exam Fees

A non-refundable \$75 administrative fee is required to file the petition. If eligible to sit for the exam, an additional \$195 registration fee will be charged to cover the cost of the exam. For members who have to take the exam more than once, there will be a \$150 charge for each retest. These fees are subject to change at the discretion of the CMAA Board of Directors. Registration for local proctored exams must be received by the CMAA National Office no later than three weeks prior to the scheduled exam date.

### Preparing for the Exam

For CCM candidates desiring an in-depth review of the ten competency areas of club management, the Certification Review Course is offered twice a year. This concentrated five-day course is given at Georgia State University in Atlanta. The CCM exam is given on the day following completion of the course. The exam fee is not included with the price of the Certification Review Course.

Candidates choosing not to take the Certification Review Course may have the exam administered by a proctor at a college or university near the individual's home or club. Suggestions for making arrangements for a proctored exam are included with each candidate's response to his or her Certification Petition.

### 2015-2016 Exam Dates

Scheduled dates for the CCM examination vary from year to year. As a general rule, the exam will be given each January, on the first Monday in May and August and in November after completion of the last BMI General Manager/Chief Operating Officer course for the year. The following exam dates have been scheduled for 2015-2016:

August 3, 2015	Local proctored exam*
November 16, 2015	Local proctored exam*
November 20, 2015	Georgia State – following the Certification Review Course
January 25, 2016	Local proctored exam*
January 29, 2016	Georgia State – following the Certification Review Course
May 2, 2016	Local proctored exam*
August 1, 2016	Local proctored exam*
November 14, 2016	Local proctored exam*
November 18, 2016	Georgia State – following the Certification Review Course

### Taking the Exam

The final requirement for certification is to pass the CCM exam. To pass the exam requires an overall score of 70 percent or higher, with a score of 50 percent or higher on each of the 10 parts of the exam. The exam consists of 400 multiple choice questions covering the 10 competency areas: Club Governance, Food & Beverage Management, Accounting & Financial Management, Human & Professional Resources, Leadership, Membership & Marketing, Golf, Sports & Recreation Management, External & Governmental Influences, Facilities Management and Interpersonal Skills. Candidates who do not pass the exam on the first attempt are limited to two attempts in any 12-month period.



## Maintaining the CCM

All CCM designations are awarded for a period of five years. All CCMs, except those with Retired Status membership, will be required to earn at least 120 certification credits during their five-year certification period to maintain their CCM designations. At least 60 of the 120 credits must be from CMAA Education (CMI and/or Chapter Education). CCMs meeting this Certification Maintenance Requirement (CMR) will maintain their designation for another five-year period.

## Honor Society

Membership in CMAA's Honor Society is open to club managers who meet the following criteria:

- Accrue 400 additional credits beyond certification with a minimum of 150 credits from CMAA/CMI-endorsed education programs;
- Hold Professional membership for a minimum of 10 years; and
- Complete BMI Tactical Leadership or BMI Strategic Leadership successfully.

## Certified Chief Executive (CCE)

The Certified Chief Executive designation was developed to recognize those managers who have shown the ability to successfully serve as the most senior manager in a club. The CCM designation is still the "hallmark of professionalism" within the club industry. The CCE designation is meant to augment the CCM designation, not replace it.

In order to qualify for the CCE designation, members must meet the following criteria:

- Hold Professional or Retired Professional membership status of CMAA;
- Achieve the CCM designation;
- Obtain Honor Society Status;
- Complete BMI Tactical Leadership and BMI Strategic Leadership successfully; and
- Serve as the top executive in a club (i.e., GM, COO, CEO) for a minimum of five years (can be from multiple clubs);

- Submit the CCE Petition Form to CMAA (page 29);
- Submit a current résumé documenting their previous positions;
- Submit a notarized CCE Verification Form (page 31) from their current club president verifying that they have served as the top executive for at least five years (if a member has not been at their current club as the chief executive for five years, a notarized CCE Verification Form is required from their previous club(s) to verify the five-year period); and
- Submit a \$75 administrative fee with the CCE Petition. This fee covers the administration and recognition of the CCE designation.

\* A mentoring component has been added to the CCE requirements effective January 1, 2018. More details will be released soon.

## Master Club Manager (MCM)

The Master Club Manager designation is a certification and recognition program for a special group of professionals who have made extraordinary and long-lasting contributions to the club industry.

The MCM designation is awarded to club managers who meet the following criteria:

- Attain CCM designation and Honor Society membership;
- Accrue 200 additional credits beyond Honor Society with a minimum of 100 credits from CMAA/CMI-endorsed education programs;
- Hold Professional membership for a minimum of 12 years;
- Complete BMI Tactical Leadership and BMI Strategic Leadership successfully;
- Complete the Master Club Manager Profile and Monograph successfully; and
- Present a CMAA World Conference educational presentation based on Monograph.

Additional information about the MCM designation is available on the CMAA website at [www.cmaa.org/MCM.aspx](http://www.cmaa.org/MCM.aspx).

# The Business Management Institutes (BMI)

In the early 1980s, CMAA's leaders saw the need for a formal academic program for club industry professionals. Taking into consideration that



managers at all phases of their careers need instruction, education or inspiration, the concept of the "lifetime professional development program" was born and nurtured. The vision was realized as a multi-campus-based program that provides tangible career benchmarks by which managers can track their progress and strive for various levels of competency, including a respected certification.

BMI I – Club Management was launched at Georgia State University in 1988. There are now multiple programs held at the most renowned hospitality schools in the country including Georgia State University; California Polytechnic University at Pomona; Michigan State University; Cornell University; the University of Nevada, Las Vegas (UNLV); and the University of Houston.

Today, CMAA's BMI program is an in-demand and flourishing series of week-long courses that have produced more than 12,000 graduates and is one of the most respected educational initiatives in the hospitality industry. Each program is an intensive learning experience employing the latest teaching methodology, real-life examples and pertinent collateral information in a structured academic environment. Benefiting from the expertise of professors, industry experts and experienced club managers, students delve into the myriad topics that make club management such a fascinating profession.

CMAA's BMI programs are designed for managers at every stage of their careers, offering the following courses. The numbers have been removed from the BMI program titles to alleviate the misconception that the courses need to be taken in a particular order.

- BMI Club Management (Formerly known as BMI I)
- BMI Leadership Principles (Formerly known as BMI II)
- BMI General Manager/Chief Operating Officer (Formerly known as BMI III)
- BMI Food & Beverage Management
- BMI Golf Management
- Joe Perdue Certification Review Course
- BMI Tactical Leadership (Formerly known as BMI IV)
- BMI Strategic Leadership (Formerly known as BMI V)
- BMI International
- BMI Wine & Food Experience

Managers Who Participate in the BMI Career Development Program Receive a Host of Benefits:

- Making contact with industry experts;
- Networking with fellow professionals who manage the most innovative and prestigious clubs across the country and around the world;
- Discussing new ideas that can be implemented in their own clubs;
- Receiving instruction from the nation's finest hospitality and business educators in the 10 club management competency areas.
- Visiting and touring other club operations; and
- Growing not only as individuals, but as an integral part of the club's management team.



## BMI Club Management

(Formerly known as BMI I)

Location: Georgia State University, Atlanta, GA  
Dates: October 12-16, 2015 (FULL)  
March 7-11, 2016  
October 10-14, 2016  
Prerequisite: None  
Credits: 30 CMI Education Credits  
Price: Member – \$2,000 Non-Member – \$2,500

BMI Club Management, a five-day, 40-hour intensive session is designed for managers with a desire to explore the basic elements of their profession in a comprehensive manner. The program takes a tangible, hands-on approach to the subject matter.

### Content:

- I. Management and Delegation
- II. Employment Legalities and Issues
- III. Service Management
- IV. Communications
- V. Time Management
- VI. Introduction to Accounting and Financial Management
- VII. Cost Control
- VIII. Marketing in Private Clubs
- IX. Career Development
- X. Aquatics Management
- XI. Lumina Spark Personality Profile

Textbooks for BMI Club Management include:  
*Contemporary Club Management*

## BMI Leadership Principles

(Formerly known as BMI II)

Location: California State Polytechnic University,  
Pomona, CA  
Dates: October 19-23, 2015 (FULL)  
January 11-15, 2016  
April 25-29, 2016  
October 3-7, 2016  
Prerequisite: None  
Credits: 30 CMI Education Credits  
Price: Member – \$2,095 Non-Member – \$2,595

BMI Leadership Principles is designed for managers seeking an opportunity to develop their leadership, management and critical thinking skills. BMI II can benefit managers at all phases of career development – from rising stars to senior-level executives.

### Content:

- I. The Nature of Leadership
- II. Leadership Traits
- III. Leadership Goals, Phases and Decisions
- IV. Managing Relationships
- V. Power and Influence
- VI. Situational Leadership
- VII. Strategic Planning
- VIII. Optimizing Human Productivity
- IX. Governance: The Politics and the Process
- X. Successful Committee Strategies
- XI. Law
- XII. The Manager as an Ethical Force
- XIII. CMAA Code of Ethics
- XIV. Leadership Case Study
- XV. Certification Update
- XVI. Managerial Accounting
- XVII. Lumina Leader

Note: All BMI Leadership attendees must be present Sunday evening (6:00 p.m.) for a mandatory meeting. Class begins at 8:00 a.m. on Monday morning.

The pre-certification BMI courses do not need to be taken in a particular order.

## BMI General Manager/ Chief Operating Officer

(Formerly known as BMI III)

Location: Michigan State University,  
East Lansing, MI  
Dates: September 21-25, 2015  
November 9-13, 2015  
April 11-15, 2016  
October 10-14, 2016  
October 31-November 4, 2016  
Prerequisite: None  
Credits: 30 CMI Education Credits  
Price: Member – \$2,245 Non-Member – \$2,745

BMI General Manager/Chief Operating Officer introduces and expounds upon the GM/COO Concept. Learn how to operate your club as a business and be perceived as its leader. Understand the responsibilities and characteristics of a true GM/COO and review the competency areas required for you to achieve the success you desire.

### Content:

- I. The General Manager/Chief Operating Officer Concept
- II. Legislation
- III. Marketing Principles
- IV. Member Participation Strategies
- V. Law and Club Operations
- VI. Emotional Intelligence
- VII. Building the Key Leadership Team
- VIII. Social Media as a Communication Tool
- IX. Facility Maintenance
- X. Cash, Capital and Operating Capital Budgets
- XI. Operating Budgets
- XII. Golf Operations for Managers
- XIII. Golf Course Maintenance for Managers
- XIV. Club Issues Roundtable
- XV. Career Update
- XVI. Case Study
- XVII. Negotiation Techniques
- XVIII. Business Writing

## BMI Food & Beverage Management

Location: University of Houston, Houston, TX  
Dates: November 2-6, 2015  
Prerequisite: None  
Credits: 30 CMI Education Credits  
Price: Member – \$2,695 Non-Member – \$3,195

Developed with funding from The Club Foundation, BMI Food & Beverage Management provides you with an in-depth look at food and beverage operations from a management and control perspective.

Completely revamped and relocated to the University of Houston in 2012, the five-day program offers a combination of classroom lecture and hands-on learning at various prestigious clubs throughout the Houston area. Attendees will have the opportunity to visit River Oaks Country Club, Houston Country Club and St. Arnolds Brewery. A wine tasting and a beer and cheese tasting will also be included in the schedule.

### Content:

- I. Food Service Marketing
- II. Beverage Costing
- III. Kitchen Layout and Renovation
- IV. Sanitation and Safety
- V. Employee Diversity
- VI. Menu Engineering Applications
- VII. Alcohol Awareness
- VIII. Beverage Production to Include: Coffee and Spirits
- IX. Catering and Special Events

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The pre-certification BMI courses do not need to be taken in a particular order.



## BMI Golf Management

Location: The Club at Admirals Cove, Jupiter, FL  
 Dates: May 2-6, 2016  
 Prerequisite: None  
 Credits: 30 CMI Education Credits  
 Price: Member – \$2,695 Non-Member – \$3,195

In the spring of 2014, the BMI Golf Management moved to a new venue. The program now includes visits to clubs in the West Palm Beach area. The Club at Admirals Cove in Jupiter, FL, will host attendees in lodging rooms on the property, as well as many of the classroom lectures will take place at the club as well. During the week, instruction will also be held at Old Palm Country Club at Frenchman's Creek and The Loxahatchee Club. Course content will include new topics and presenters.

### Content:

- I. The History of Golf, Tournament Operations and Golf Car Management
- II. Key Retail Terms and Practices
- III. Role of the Superintendent and Mechanic
- IV. Turf Maintenance
- V. Golf Course Design, Renovation and Bunkers
- VI. The Rules of Golf (textbook included)
- VII. Golf Instruction
- VIII. USGA Handicapping System
- IX. Preparing for a Major Tournament
- X. Environmental Sustainability

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## Joe Perdue Certification Review Course\*

Location: Georgia State University, Atlanta, GA  
 Dates: November 15-19, 2015  
 January 24-29, 2016  
 November 13-18, 2016  
 Credits: 30 CMI Education Credits  
 Price: Member – \$1,800 Non-Member – N/A

Please Note: It is recommended that managers take this course when they are within one year of eligibility to take the certification exam.

In developing the BMI program, CMI recognized the need for a multi-day workshop to assist members working toward CMAA's Certified Club Manager (CCM) designation. Typically offered twice each year, this intensive, 40-hour course provides review sessions based on the 10 club management competency areas and the learning objectives identified in the Certification Study Guide (available from CMAA on a flash drive).

The Certification Review Course is designed to aid managers in their preparation for the CCM exam but should not take the place of individual study and preparation. To take the CCM exam, members must file a petition with the CMAA National Headquarters. An optional sixth day is provided for fully-qualified students to take the exam. The exam fee is not included in the price for this course.

### Content:

- I. Club Governance
- II. Food & Beverage Management
- III. Accounting & Financial Management
- IV. Human & Professional Resources
- V. Leadership
- VI. Membership & Marketing
- VII. Golf, Sports & Recreation Management
- VIII. External & Governmental Influences
- IX. Facilities Management
- X. Interpersonal Skills

\* The title of this course honors the legacy of Joe Perdue, CCM, CHE. Joe was instrumental in the development of the entire BMI program from its inception in 1988 and he was the primary force behind the growth and development of the CCM program during that time.

The pre-certification BMI courses do not need to be taken in a particular order.



## BMI Tactical Leadership

(Formerly known as BMI IV)

Location: Cornell University, Ithaca, NY  
Dates: October 25-29, 2015  
February 29-March 4, 2016  
October 30-November 3, 2016  
Prerequisite: CCM designation or eight years  
Professional Status membership in CMAA  
Credits: 30 CMI Education Credits  
Price: Member – \$2,950 Non-Member – N/A

BMI Tactical Leadership explores tactics for enhancing your management style and tapping into your leadership potential.

### Content:

- I. Sensitivity
- II. Employee Motivation and Performance Management
- III. Team Building, Time and Stress Management
- IV. Managing Conflict
- V. Risk Management for Clubs
- VI. Renovation of Club Facilities
- VII. Group Project
- VIII. Membership/Marketing
- IX. Labor Laws that Impact the Club Industry

## BMI Strategic Leadership

(Formerly known as BMI V)

Location: Boston, MA  
Dates: November 2-6, 2015 (FULL)  
March 14-18, 2016  
Prerequisite: CCM designation or eight years  
Professional Status membership in CMAA  
Credits: 30 CMI Education Credits  
Price: Member – \$2,950 Non-Member – N/A

BMI Strategic Leadership focuses on strategic management for club managers.

### Content:

- I. The General Manager/Chief Operating Officer Management to Leadership Model
- II. The Changing Nature of Club Culture
- III. Best Practices
- IV. Leading Through Teams/Others
- V. Club Governance
- VI. Herrmann Brain Dominance: How People Think and Learn
- VII. Developing and Executing Strategy
- VIII. Generation Research and Employee Retention

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## BMI Wine & Food Experience

Location: Portland, OR  
 Dates: October 5-9, 2015  
 Prerequisite: None  
 Credits: 30 CMI Education Credits  
 Price: Member – \$2,700  
 Non-Member – \$3,200



In the fall of 2015, the BMI Wine & Food Experience will be traveling to the Pacific Northwest and the Portland, OR, region. Throughout the five-day class, instruction will be held at local clubs and wineries, with attendees participating in many group projects.

Wineries will include Stoller, Argyle, Archery Summit and others as well as a local sake brewery, Sake One. Washington and Oregon state wines will be highlighted with in-depth discussion of Pinot Noir, Chardonnay and Pinot Gris. A visit to the famous Portland Food Trucks for lunch and a few other surprises are in store for attendees at this truly unique, highly interactive program.

### Content:

- I. An Introduction to Sous Vide Cooking
- II. Pairing Northwest Mushrooms With Wine
- III. Bee Keeping
- IV. Examining the Difference in Seafood Throughout the United States
- V. Exploring Northwest Stone Fruits (apples, pears, cherries, gooseberries, strawberries, etc.)
- VI. Sustainable Farming Techniques and Using Organic and Local Produce

## Schedules and Locations

### Schedules

- With the exception of the Joe Perdue Certification Review Course, most BMI classes run Monday through Friday. Attendees should plan to arrive on campus on Sunday evening.
- BMI Club Management and the Joe Perdue Certification Review Course attendees should not make arrangements to leave before 6:30 p.m. on the last day of class.
- BMI Leadership Principles attendees should not make arrangements to leave before 5:00 p.m. on the last day of class.
- BMI General Manager/Chief Operating Officer attendees should not make arrangements to leave before 3:30 p.m. on the last day of class.
- BMI Tactical Leadership attendees should not make arrangements to leave before 2:00 p.m. on the last day of class.
- BMI Strategic Leadership attendees should not make arrangements to leave before 4:00 p.m. on the last day of class.
- For BMI Golf Management and the BMI Wine & Food Experience, lodging should be booked Sunday through Thursday night. Classes end early in the afternoon on Friday.

\* Note: Those taking the CCM exam after the review course should be booked through Thursday evening.

### Locations

**Georgia State University** – Located in the heart of downtown Atlanta, Georgia State University is a thriving university with more than 20,000 students enrolled. For BMI Club Management students, a unique opportunity exists to visit some of the finest clubs in the nation, all within the city limits.



**California State Polytechnic University, Pomona** – Nestled in a community approximately 30 miles east of Los Angeles, Cal-Poly offers state-of-the-art facilities, a dedicated, accomplished faculty and a retreat-like setting for BMI Leadership Principles students.



**Michigan State University** – Michigan State University has been a center of excellence in hospitality education for more than 75 years. Its programs have been endorsed and utilized by all facets of the hospitality industry – hotels, restaurants, resorts and clubs. East Lansing, MI, a community of 50,000, furnishes all the opportunities and benefits of a major university town.



**Cornell University** – Cornell University is synonymous with hospitality. Its facilities and faculty have been the envy of the industry for decades. In addition, its location provides attendees the luxury of attending a BMI Tactical Leadership program in an Ivy League setting. Students stay at the renowned Statler Hotel, an on-campus training facility for hospitality students.



**University of Houston** – The Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston (UH), has become a world leader in hospitality education. Located in the nation's fourth-largest city, UH serves more than 39,500 students in the most ethnically and culturally diverse region in the country.



**Boston, MA** – BMI Strategic Leadership will be located in Boston, MA. Throughout the week, class presentations will take place in golf and country clubs along with area city clubs. These include the Harvard Club, the Somerset Club, the University Club and the Country Club. Social events, such as receptions, dinners and club tours will also be hosted by these venues. Lodging for the BMI Strategic Leadership class will be at the Harvard Club and the Elliott Hotel located next door.

## Registration, Travel and Lodging

### Registration

Class space is limited for each course in order to facilitate the learning process. Some prerequisites do apply. Registration (regardless of course location) can be completed online at [www.cmaa.org/bmi.aspx](http://www.cmaa.org/bmi.aspx) for BMI Club Management, Leadership Principles, General Manager/Chief Operating Officer, Tactical Leadership, Strategic Leadership, the Joe Perdue Certification Review Course, Food & Beverage Management, Golf Management and Wine & Food Experience. Please list, in order, the dates you prefer, where applicable. CMAA will do our best to accommodate your first choice, but the Education Department is not always able to do so. All registrations are accepted on a first-come, first-served basis. No registrations will be accepted without full payment.

Note: Check payments should be mailed to:

Club Managers Association of America  
PO Box 1918  
Merrifield, VA 22116-1918

Questions regarding any course may be directed to the Education Department, at (703) 739-9500 or [cmangatleduc@member.cmaa.org](mailto:cmangatleduc@member.cmaa.org).

### Cancellation Policy

The registration policy for education programs requires payment by check or processed credit card at the time of registration. Cancellation of registrations will be accepted with no penalty until 90 days prior to the start of a program. Any changes, cancellations or transfers between 61-90 days from the start of a program will be subject to a 10 percent penalty per registration. Additionally, changes or transfers 31-60 days prior to the beginning of a program will be subject to a 20 percent penalty per registration. No refunds will be given and no transfers will be allowed after 5:00 p.m. Eastern time, 30 days prior to the start of a program. All cancellations, as well as requests to change class dates or programs, must be submitted in writing to the CMAA National Headquarters by the individual whose name appears on the registration. Cancellations by phone or in writing by any party other than the class attendee will not be accepted, regardless of the initial payer. Extenuating circumstances in this case will be reviewed by the Chief Executive Officer of CMAA. An administrative fee of \$15 will be charged for all 100 percent refunds. Registrants may only transfer their registration one time. (The cancellation policy is subject to change.) Funds held in customer credit must be used within 12 months or are forfeited.



## Housing and Travel Arrangements

CMAA has secured a block of rooms at a reduced rate at the hotels listed below for each of the individual programs. Blocks are held by the hotels until approximately six weeks prior to the start of a program. All lodging reservations, guarantees and payments are the responsibility of the individual attending the program. BMI Leadership Principles attendees must arrive by 6:00 p.m. on Sunday for a mandatory class session.

For all lodging arrangements, please specify that you are with the CMAA/Name of Respective University/BMI room block. Not all housing is within walking distance of the campuses. Rental cars may be required at some locations. Individual hotel cancellation provisions apply.

Location	City	Airport	Hotel	Distance From Campus
BMI Club Management and Joe Perdue Certification Review Course Georgia State	Atlanta, GA	Atlanta Hartsfield International	Intercontinental Hotel Buckhead Atlanta (404) 946-9000	Class in Buckhead Center, 2 blocks from Hotel
BMI Leadership Principles Cal-Poly	Pomona, CA	Ontario, CA	Kellogg West Conference Center (909) 869-2222	On Campus Classroom
BMI General Manager/Chief Operating Officer Michigan State	East Lansing, MI Capitol City	Lansing	Kellogg Center Classroom (800) 875-5090	On Campus
BMI Tactical Leadership Cornell	Ithaca, NY	Ithaca Tompkins Regional Airport	Statler Hotel (800) 541-2501	Class in Hotel
BMI Strategic Leadership	Boston, MA	Logan International	Harvard Club or Elliott Hotel (617) 536-1260	Various Clubs in Boston
BMI Food & Beverage	Houston, TX	Houston Hobby Airport	Hilton, University of Houston (832) 531-6300	Class in Hotel
BMI Wine & Food Experience	Portland, OR	Portland	Heathman Hotel Contact Amy Rodgers (503) 790-7129	Class in Hotel And Other Various Locations
BMI Golf Management	Jupiter, FL	West Palm Beach	The Club at Admirals Cove Contact Simona Vasu (561) 745-5901	Classes Held at The Club at Admirals Cove and Various Locations

## Scholarships Available Through The Club Foundation

The Club Foundation aims to provide funding for professional development opportunities throughout the lifecycle of a club manager's career, beginning at the university level and continuing on through the executive level. Since inception in 1988, more than \$6 million has been distributed back into the club industry by way of The Club Foundation's Scholarship and Grant Program. Through the program, 220 recipients have been awarded nearly \$500,000 in funding towards their education thus far. The Club Foundation strives to continue to promote the professional development of club managers far into the future. For more information on these scholarships and how to apply, please visit [www.clubfoundation.org](http://www.clubfoundation.org) or e-mail [clubfoundation@clubfoundation.org](mailto:clubfoundation@clubfoundation.org).



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### Willmoore H. Kendall Scholarship

[www.clubfoundation.org/kendallscholarship.htm](http://www.clubfoundation.org/kendallscholarship.htm)

Named in honor of CMAA Past President, Bill Kendall, this scholarship provides support for assistant club managers that are pursuing the Certified Club Manager (CCM) designation. Recipients receive the tuition costs to attend each of the Business Management Institute (BMI) courses required for certification eligibility, including the Certification Review Course and the exam fees. Since 2002, 50 managers have been awarded a Kendall Scholarship. Of those, 21 have already received their CCM and another 20 are still actively working towards that achievement. To date, nearly \$200,000 has already been funded through the Kendall scholarships.

### LaRocca Family Executive Scholarship

[www.clubfoundation.org/laroccascholarship.htm](http://www.clubfoundation.org/laroccascholarship.htm)

Created in 2011 with the help of a generous donation from the LaRocca Family, this scholarship promotes those that are committed to lifelong learning as well as mentoring future leaders. Recipients of the LaRocca Scholarship receive tuition and up to \$1,000 in travel expenses to attend their choice of an executive level BMI course. Additionally, a second component of the scholarship provides them with funds for an individual that they are mentoring to be used for either CMAA dues (both National and Chapter level) or to attend a CMAA World Conference or a Leadership/Legislative Conference and up to \$1,000 in travel expenses. To date, there have been five recipients.

### Sally Burns Rambo Scholarship

[www.clubfoundation.org/sallyramboscholarship.htm](http://www.clubfoundation.org/sallyramboscholarship.htm)

Created in honor of a pioneer who paved the way for countless future industry leaders, the Sally Burns Rambo Scholarship assists female club managers in their pursuit of continuing education. Recipients of the Sally Burns Rambo Scholarship receive the tuition costs and up to \$1,000 in travel expenses to attend their choice of one of the BMI programs. Five scholarships were awarded in the 2012 inaugural year, totaling nearly \$20,000. To date, there have been nine recipients of the Sally Burns Rambo Scholarship.

### James B. Singerling Scholarship

Named in honor of CMAA's long-tenured Chief Executive Officer Jim Singerling, CCM, this scholarship rewards current CMAA members who are actively involved in either their chapter and/or in giving back to their communities. We are also looking to identify members who would not otherwise attend the World Conference. Applicants must be nominated by their CMAA chapter and either a current Professional or Alumnus member of CMAA. This scholarship provides complete access to the annual CMAA World Conference, covering a full registration as well as up to \$1,000 in travel expenses.

# Additional Educational Opportunities

## World Conference on Club Management and Club Business Expo

Held in major US cities, the World Conference on Club Management and Club Business Expo is the centerpiece of the Association's functions each year. Join more than 2,000 club executives from around the world at this meeting of official Association business, and attend education programs that consistently establish CMAA as one of the leaders in the hospitality industry.



The program begins each year with Pre-Conference Workshops, ranging in focus from the latest in leadership principles and member service to membership marketing. Industry professionals, hospitality school faculty and seasoned managers present these quality, day-long programs that officially kick off Conference.

The profession of club management requires knowledge and expertise in a variety of areas. The World Conference provides an excellent opportunity for up-to-date, cutting-edge education in one location. This makes the total Conference education package the optimum opportunity for professional growth and achievement.

Recently, Conference has have offered more than 70 individual programs on subjects as varied as the tax-exempt status of clubs, executive presence and how to build teams. Attendees have been able to earn up to 22.5 CMI Credits at recent Conferences.

The Club Business Expo is the CMAA's Annual Exposition, held in conjunction with the World Conference. The combined educational program and exposition is the largest industry event of its kind, bringing together general managers, CEOs and COOs from some of the most prestigious clubs to make purchasing decisions, network, attend educational sessions, track industry trends and seek tools to help them achieve their professional management goals.

## Leadership/Legislative Conference

Held annually in September, CMAA's Leadership/Legislative Conference is designed primarily for chapter leaders, offering extensive information on leadership techniques for use in chapter management as well as issues affecting the club industry.



Featuring 14 hours of education, chapter and national leaders will attend interactive sessions specific to chapter membership recruitment, retention and engagement strategies and best practices; receive updates on pressing legislative and regulatory issues and share initiatives through the Idea Fair for Chapters.

As well, the annual State of the Association address will be presented and the CMAA Board of Directors will update chapter leaders on CMAA's direction through the interactive Town Hall.

Attendees should bring their best ideas and most pressing questions. Although the conference is open to all CMAA members, elected chapter officers are especially encouraged to attend. Visit [www.cmaa.org/llc](http://www.cmaa.org/llc) for more information.

## CMAA University®

As a CMAA member, you have access to professional development courses through CMAA University accessible through the Club Resource Center ([www.clubresourcecenter.org](http://www.clubresourcecenter.org)).



Most CMAA University courses offer education credits that count toward the Certified Club Manager certification and Certification Maintenance requirements. More than 200 credits are currently available through the system, about 50 of which are complimentary as part of your membership.

### Archived Webinars

An archived copy of all CMAA webinars is now available in CMAA University under the Professional Development carousel, in the Archived Webinars category and organized by competency area. At this time, we are unable to provide CMI or Association Activity credits for archived webinars.

### Certificate Programs

The CMAA University Certificate Programs are designed to increase member knowledge in individual competency areas. The first two certificate programs will cover Accounting and Financial Management and Membership Development. CMAA members will receive CMI credit and a certificate from CMAA upon completion.

The first module of the Accounting and Financial Management Certificate launched in April 2015.

### Executive Education Through Subject Matter Experts

CMAA is in the process of building a library of Subject Matter Experts who focus on educating our most executive members. Our current offerings include strategic foresight, customer service training, the art of influence and much more. These courses are available for CMI credit and range in price from \$15 to \$65 per credit.

### Manager in Development (MID) Program

This program is a mentor/mentee program to educate entry- and mid-level managers seeking their Certified Club Manager designation through exposure to diverse departments within a club operation. The program includes 12 modules accompanied by workbooks and PowerPoint presentations. All work is completed under the supervision of a Certified Club Manager. The program can be completed in its entirety, by specialization or by individual topic, in two to three years.

### Conference Education

The recordings from most of the 2015 World Conference on Club Management are available to all conference attendees who purchased a Full or Education Only registration package. Five of the top-rated sessions will be available to all members for CMI credit.

## Webinars

CMAA is dedicated to providing members with the most cutting-edge and relevant information while ensuring that it is accessible, convenient and hassle-free. Offered bi-monthly by industry experts on relevant topics, these virtual seminars are a great way to attain top-notch education with minimum expense or conflict. Take advantage of this medium and tap into powerful education. All CMAA webinars are complimentary for members. Active participation in the live event earns one Association Activity Credit. Archives are also available through CMAA University®.

## Mid-Management Conference

Sponsored and hosted by a different CMAA chapter each year, the Mid-Management Conference (formerly the Assistant Managers Conference) consistently receives excellent evaluations and has proven to be an effective program for mid-management professionals. Information on the 2015 event, hosted by the Golden State Chapter, September 27-30, can be found at [www.2015mmc.org](http://www.2015mmc.org).



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## Chapter Education

The Club Managers Association of America was founded, and thrives today, through its chapter system. CMAA is divided geographically into 45 chapters in the continental United States and abroad. The chapters are the lifeblood of the organization and annually provide more than 450 educational offerings in addition to those conducted by the National Association.

In concert with these offerings, CMI provides chapters with quality, customized education programs that can be used at their education meetings. CMI maintains the online Guide to Speakers and Workshops, consisting of CMI-approved workshops and a supplemental list of speakers. Chapters can select from more than 100 topics and 65 speakers. The Guide to Speakers and Workshops appears exclusively on the CMAA website at [www.cmaa.org/SpeakersGuide.aspx](http://www.cmaa.org/SpeakersGuide.aspx).

The unique bond between CMAA and its chapter members is mutually fulfilling and has strengthened CMAA's standing in the hospitality industry, particularly in the area of continuing education.

## Allied Association Reciprocal Agreements

As the job of the general manager, chief operating or executive officer of a club continues to change, the need for specialized training in the area of golf shop operations and golf course maintenance becomes more necessary. Therefore, CMAA has entered into agreements with the Golf Course Superintendents Association of America (GCSAA), PGA of America, USGA and the National Golf Foundation (NGF) to make their professional development programs available to CMAA members at their member pricing.



To register for a PGA program or request a copy of its education catalog, you can call the PGA Member Information Service Center at (800) 474-2776 or visit [www.PGA.com](http://www.PGA.com).

To request a copy of the GCSAA Professional Development Catalog, call (800) 472-7878 or visit [www.gcsaa.org](http://www.gcsaa.org).





# Business Management Institute Programs Official Registration Form

Use one form per registration. You may duplicate this registration form if you wish to sign up for more than one course.  
This form is to be used for ALL LOCATIONS.

CMAA Member  Yes  No (If yes) CMAA Membership ID: \_\_\_\_\_ CCM  CCE  MCM  Other

Name: \_\_\_\_\_ Nickname for Badge: \_\_\_\_\_

Club Name: \_\_\_\_\_ Position at Club: \_\_\_\_\_

Club Address: \_\_\_\_\_ City/State/ZIP: \_\_\_\_\_

Daytime Phone: (\_\_\_\_\_) \_\_\_\_\_ Evening Phone: (\_\_\_\_\_) \_\_\_\_\_

Fax: (\_\_\_\_\_) \_\_\_\_\_ E-mail\*: \_\_\_\_\_

Years at Club: \_\_\_\_\_ Shipping Address (if different from club address): \_\_\_\_\_

**\* Most materials will be provided to attendees via e-mail. Your current e-mail is required for pre-work assignment.**

Payment Information: Check the correct course and, where applicable, please indicate your 1st, 2nd and 3rd choices for each course.

BMI Club Management (Formerly BMI I)	Member \$2,000	Non-Member \$2,500
Georgia State University		
___ October 12-16, 2015 (FULL)		
___ March 7-11, 2016		
___ October 10-14, 2016		Cost _____

BMI Strategic Leadership (Formerly BMI V) Boston, MA	Member \$2,950	Non-Member N/A
___ November 2-6, 2015 (FULL)		
___ March 14-18, 2016		Cost _____
<i>Prerequisite for BMI IV and V: CCM designation or seven years membership in CMAA.</i>		

BMI Leadership Principles (Formerly BMI II)	Member \$2,095	Non-Member \$2,595
Cal-Poly Pomona		
___ October 19-23, 2015 (FULL)		
___ January 11-15, 2016		
___ April 25-29, 2016		
___ October 3-7, 2016		Cost _____

**Joe Perdue Certification Review Course & CCM Exam**  
*This course is recommended only for students planning to take the CCM exam within one year. Course runs Sunday-Thursday; exam offered on Friday. Contact [Brian Watkins](mailto:Brian.Watkins@cmiaa.org) at (703) 739-9500 with questions.*

**Fee Information**

- If you are taking the course for the 2nd, 3rd, etc., time ..... \$1,400
- Includes a copy of the Study Guide on flash drive...\$1,800

Georgia State University	Member	Non-Member
___ November 15-20, 2015		
___ January 24-29, 2016		
___ November 13-18, 2016		Cost _____

**Please Note:** The fee for the Certification Review Course does not include the necessary \$75 petition fee, which must be remitted with your official Certification Petition, or the required \$195 exam registration fee, which you must remit to CMAA Headquarters to take the CCM exam.

BMI General Manager/ Chief Operating Officer (Formerly BMI III)	Member \$2,245	Non-Member \$2,745
Michigan State University		
___ September 21-25, 2015 (FULL)		
___ November 9-13, 2015		
___ April 11-15, 2016		
___ October 10-14, 2016		
___ October 31-November 4, 2016		Cost _____

BMI Wine and Food Experience Portland, OR	Member \$2,700	Non-Member \$3,200
___ October 4-9, 2015		Cost _____

BMI Tactical Leadership (Formerly BMI IV)	Member \$2,950	Non-Member N/A
Cornell University		
___ October 25-29, 2015 (FULL)		
___ February 28-March 3, 2016		
___ October 30-November 3, 2016		Cost _____
<i>Prerequisite for BMI IV and V: CCM designation or seven years membership in CMAA.</i>		

BMI Food and Beverage Management University of Houston	Member \$2,695	Non-Member \$3,195
___ November 2-6, 2015		Cost _____

BMI Golf Management Jupiter, FL	Member \$2,695	Non-Member \$3,195
___ May 2-6, 2016		Cost _____

Subtotal 1 \_\_\_\_\_

Subtotal 2 \_\_\_\_\_

Grand Total \_\_\_\_\_

**METHOD OF PAYMENT**

**MAIL** Check Payments (payable to CMAA) to: \_\_\_\_\_ *These dates and prices are subject to change.*  
 Club Managers Association of America  
 PO Box 1918, Merrifield, VA 22116-1918

**Credit Card:** Register online at [www.cmaa.org/bmi.aspx](http://www.cmaa.org/bmi.aspx). Updated 6/15

Questions? Contact the Education Department at (703) 739-9500.

The registration policy for education programs requires payment by check or processed credit card at the time of registration. Cancellation or registrations will be accepted with no penalty until 90 days prior to the start of a program. Any changes, cancellations or transfers between 61-90 days from the start of a program will be subject to a 10 percent penalty per registration. Additionally, changes or transfers 31-60 days prior to the beginning of a program will be subject to a 20 percent penalty per registration. No refunds will be given and no transfers will be allowed after 5:00 p.m. ET 30 days prior to the start of a program. All cancellations, as well as requests to change class dates or programs, must be submitted in writing to the CMAA National Headquarters by the individual whose name appears on the registration. Cancellations by phone or in writing by any party other than the class attendee will not be accepted, regardless of initial payer. Extenuating circumstances in this case will be reviewed by the VP or CEO of CMAA. In addition, for all refunds resulting in a 100 percent refund, an administrative fee of \$15 will be charged.



## Certification Petition

**Club Managers Association of America**  
**1733 King Street • Alexandria, VA • 22314-2720**  
**(703) 739-9500 • Fax: (703) 739-0124**

**FOR OFFICE USE:**

PAID	DATE

Name: \_\_\_\_\_ Member ID: \_\_\_\_\_  
(As it is to appear on your CCM plaque.)

Club: \_\_\_\_\_ Position: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Chapter: \_\_\_\_\_

**\*\*Please Return this Form with a \$75 Petition Fee\*\***

**Candidates for certification must meet the following basic requirements:**

- Education: 200 credits (a minimum of 100 must be from CMAA [CMI or chapter] education, at least 25 of which must be earned at the chapter-regional level)
- Association Activity: 50 credits
- Additional: 50 credits (Education, Activity or Experience)
- TOTAL: 300 credits**

- Attend:  One CMAA World Conference including at least four education sessions
- Two CMAA-approved workshops
- BMI Club Management (formerly known as BMI I), BMI Leadership Principles (formerly known as BMI II), BMI General Manager/Chief Operating Officer (formerly Known as BMI III) and BMI Food and Beverage Management or BMI Golf Management
- Professional membership for at least **six** years.

**Remarks:**

I hereby petition for recognition as a CERTIFIED CLUB MANAGER and swear or affirm that the above information is complete and correct to the best of my knowledge and I understand that it is subject to verification. I also acknowledge that, once certified, I will be required to maintain my designation through the Certification Maintenance Requirement. If I fail to meet that requirement, I will lose my certification.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Sworn and subscribed before this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_

Notary Public: \_\_\_\_\_

**METHOD OF PAYMENT**

- MAIL Check Payments (payable to CMAA) to:  
 Club Managers Association of America,  
 PO Box 1918, Merrifield, VA 22116-1918
- CREDIT CARD: Contact the Education Department at (703) 739-9500. Thank you!

**MAIL Check Payments to:**  
 Club Managers Association of America  
 PO Box 1918  
 Merrifield, VA 22116-1918

Updated 7/15



**Certified Chief Executive Petition**  
**Club Managers Association of America**  
 1733 King Street • Alexandria, VA • 22314-2720  
 (703) 739-9500 • FAX: (703) 739-0124

**FOR OFFICE USE:**

PAID	DATE

Name: \_\_\_\_\_ Member ID: \_\_\_\_\_  
(As it is to appear on your CCE plaque.)

Club: \_\_\_\_\_ Position: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Chapter: \_\_\_\_\_

Please Return this Form with a \$75 Administrative Fee\*\*

**Please check the boxes below to indicate that you have met  
 all of the Certified Chief Executive (CCE) Requirements:**

- I am a Professional or Retired Professional Status member of CMAA.
- I have obtained Honor Society Status.
- I have successfully completed BMI Tactical Leadership (formerly BMI IV) and BMI Strategic Leadership (formerly BMI V).
- I have served as the top executive in a club (i.e.: GM, COO, CEO) for a minimum of five years (can be from multiple clubs).
- I have attached a current résumé to this petition documenting my club management positions.
- I have attached the signed and notarized CCE Verification Form from my current club to this petition verifying that I have served as the top executive for at least five years (if you have not been at your current club for five years, you must include the CCE Verification Form from your previous club(s) to verify the five-year time-frame).

\*\* The administrative fee covers the administration and recognition of the CCE designation.

**Remarks:**

I hereby petition for recognition as a CERTIFIED CHIEF EXECUTIVE and swear or affirm that the above information is complete and correct to the best of my knowledge and I understand that it is subject to verification. I also acknowledge that, once I receive the CCE designation, I will be required to maintain my CCM designation through the Certification Maintenance Requirement.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Sworn and subscribed before this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_

Notary Public: \_\_\_\_\_

**METHOD OF PAYMENT**

- MAIL Check Payments (payable to CMAA) to:  
 Club Managers Association of America,  
 PO Box 1918, Merrifield, VA 22116-1918
- CREDIT CARD: Contact the Education Department  
 at (703) 739-9500.

**MAIL Check Payments to:**  
 Club Managers  
 Association of America  
 PO Box 1918  
 Merrifield, VA 22116-1918

Updated 7/15



## Certified Chief Executive (CCE) Verification Form

Club Managers Association of America  
1733 King Street • Alexandria, VA • 22314-2720  
(703) 739-9500 • FAX: (703) 739-0124

I hereby certify that: \_\_\_\_\_ served as the  
(First Name) (Last Name)  
most senior-level staff member of the \_\_\_\_\_ with full authority over all personnel  
(Club Name)  
from \_\_\_\_\_ to \_\_\_\_\_ in the capacity of \_\_\_\_\_.  
(Start Date) (Finish Date) (Title)

Name: \_\_\_\_\_ Date: \_\_\_\_\_

I hereby swear or affirm that the above information is complete and correct to the best of my knowledge.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Sworn and subscribed before this \_\_\_\_\_ day of \_\_\_\_\_ in the year \_\_\_\_\_

Notary Public: \_\_\_\_\_

Updated 6/15