

Club Management Opportunities Assistant Manager Development Program

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Association of America in partial fulfillment of the requirements for the
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William A. Schulz, CCM

Executive Summary

The evolution of the position of club manager demands increased education and professional development. Colleges and universities throughout the nation recognize this potential educational market and now include club management courses in their curricula. As a result, interest in the club management profession is rising.

This increased awareness has been a positive influence in the club industry; however, the availability or access to club work is limited. Furthermore, graduating students may have limited exposure to practical experience which further restricts opportunities. The Club Management Opportunities Program will help to alleviate this situation by:

- Creating a link into the profession and providing a method for training that is adaptable to the majority of club operations.
- Confirming classroom and textbook studies in a working club operation.
- Affording the opportunity for individuals to gain the practical hands-on working experience which they may otherwise lack.
- Affording the opportunity for individuals to gain the practical hands-on working experience which they may otherwise lack.
- Utilizing the skills and experience of qualified club managers as mentors sharing their knowledge.
- Assisting in the staffing needs of clubs.

The Club Management Opportunities Program is not solely designed for graduating students. The CMO program will be available for individuals already working in clubs or to others seeking entrance into the profession.

The methods used to collect information for this monograph varied; however, the most significant source was through the use of a survey. The survey was sent to several groups of individuals, including the Alumni Association of the Club Managers Association of America, CMAA student chapter faculty advisors, and CMAA liaison managers.

Research was conducted through peers and personal interviews with members of the Board of Directors and with department supervisors of the Houston Country Club. Related books, articles, and other periodicals were reviewed; and analyses were made of the hotel industry and the allied association management training programs. Also, information was collected through active participation in the Certified Hospitality Educator Workshop sponsored by the Educational Institute of the American Hotel & Motel Association, East Lansing, Michigan. Emphasis was placed on the necessity of including all levels of learning in the program.

Enthusiasm of the respondents surveyed, together with the available data, suggests to the author a growing desire for such a program in the club industry. The response has resulted in the successful completion of a model Assistant Manager Development Program which will have positive implications in furthering the club management profession.

Introduction

"Clinton, go into the kitchen and see how the sauces are prepared. Get into the game. Go into the dining room and learn how to set the table." Not many managers do that with a young fellow starting today. Howie wanted Holden to learn the game, and through his efforts Holden followed-up in club work.

This statement is an excerpt from the book, *The First 50 Years, Golden Anniversary CMAA , 1927 - 1977*, by Horace G. Duncan, CCM, CAE, published in 1977. It is derived from early Association minutes which reflect that the first CMAA National President, Colonel C. G. Holden, came from a farm and went to northeast Pennsylvania to learn the hotel business. He began as a bellboy and subsequently went to Cleveland, Ohio, and accepted a position at the country club where John McFarland Howie was the manager. Holden regarded Howie as the dean of club managers in the United States. He had been the manager there for many years, prior to Holden joining the staff. It was through Howie's efforts that Colonel Holden got started in club work. Howie's perseverance and willingness to teach made Holden's success in club work possible.

Subsequently, Colonel C. G. Holden became the General Manager of Olympia Fields Country Club, Olympia Fields, Illinois. Colonel Holden is credited with organizing the National Association of Club Managers (Club Managers Association of America) in 1927.

Susan Sarfati, CAE, in an article entitled, "*The New Paradigm in Adult Education is Bestowing a New Mantle of Influence and Importance*," Convene Magazine, March 1996, made the following observations: "John Naisbett's high tech/high touch observation is right on. The more technology we deal with the more we crave human interaction."

Ms. Sarfati went on to say,
While the traditional vehicles of lecture, panel discussions and 90 minute sessions at conferences will endure for the presentation of new information, we can no longer develop programs based on the premise that everyone:

- learns at the same pace;
- learns best by listening;
- can make the connection from theory to application independently;
- learns best on their own, rather than through collaboration; and
- learns through the funneling of information from teaching (expert) to student.

These premises indeed are myths! We must instead engage and encourage participation, for people learn best by experience.

I believe that the most effective educational situations break through the traditional educational delivery systems so that classrooms and textbooks are supplanted by learning relationships that happen throughout the work day.

The most effective means of learning demands that we commit ourselves to the idea of shared knowledge. Those who continue to believe that to hoard or withhold information is the way to enhance their own position will be left behind. Those who generously share their knowledge will enhance the profession for everyone.

Specifically, I envision growth in three types of learning: from mentoring relationships, through applying lessons from outside influences, and within learning communities.

"Customization is a virtual given for the future of education. And while 'intelligent' software makes a move in that direction, it's a far cry from the one-on-one tutelage of an apprenticeship arrangement. Modern times have seen the near extinction of this form of learning, but I predict that the future will see its revival," Susan Sarfati continues in her article.

"The new apprenticeships that deal with coaching or mentoring are more fluid and flexible than their predecessor, but exist for the same purpose: transferring highly complex or difficult skills from one person to another. These skills can be acquired only over a lengthy period of practice and correction," Ms. Sarfati says.

Reflect for a moment on the ways in which many leaders learned and grew in their professions by tapping the experience of others, then testing their advice on particular sets of circumstances. Just think how quickly a newcomer to the profession today could move along the learning curve if a seasoned club executive took that individual under wing. As we in the industry are asked to do more with less, and do it faster, moving quickly through the learning curve becomes vitally important.

The purpose of this monograph is to provide a vehicle for the club industry that may be used to educate aspiring individuals and move them into the club management profession. The Club Management Opportunities Program outlines a model for facilitating mentor learning relationships that is similar to the one Colonel C. G. Holden sought some seventy years ago.

Review of Available Information

The subject of club management development is complex. From the Club Manager's perspective, it covers a wide array of topics and requires familiarity in many areas.

Volumes of literature have been written about the individual disciplines within the scope of the club manager's responsibilities. Information is available through numerous resources such as reference books,¹ articles or periodicals,² participation in seminars,³ workshops or conferences, review of video, audio tape, CD-Rom, and other forms of media presentation. It continues through interaction with other club managers,⁴ industry experts,⁵ educators, or individuals who specialize in specific areas of expertise.⁶

The challenge encountered with the Club Management Opportunities monograph was to pull together all pertinent information. Emphasis was placed on:

- Organizing available information in a professional manner reflecting the profession.
- Providing clear instruction to allow for ease of application and implementation.
- Emphasizing the benefits to the participating club and sponsoring manager in order to encourage interest in the program.
- Including practical information and adapting it to the reality of private clubs.
- Fostering the mentor relationship to perpetuate the learning process.
- Creating a fair method of evaluation to realistically measure capacities of the participant.

The official textbook, *Club Management Operations*⁷ published by the Club Managers Association of America, is the basis for this research. This book is currently used in several university hospitality programs such as the Conrad N. Hilton College of Hotel and Restaurant Management, University of Houston. The author thought it necessary for the Assistant Manager Development Program to parallel the elements for club management study.

Other club industry textbooks used during research included *Club Operations and Management*⁸ and *The First 50 Years, Club Managers Association of America 1927 1977*.⁹ Both books proved invaluable in providing historical background about clubs and the Club Managers Association of America. Historical knowledge will assist the AMID add depth to his/her foundation by providing a thorough definition of private clubs and knowing the support available through the Club Manager's professional organization.

During the research process the author sought viewpoints from different individuals associated with various clubs in order to gain multiple perspectives of the club assistant manager. In addition to a survey, club department heads and the Board of Directors of Houston Country Club¹⁰ were interviewed. Two questions posed to the club Board generated the following responses:

Q. From a member's viewpoint, what are the characteristics of an effective assistant manager?
A. The person should be intelligent, friendly, socially gracious, interested, confident, a team player, willing to learn, and have a financial understanding.

Q. From a club member's viewpoint, what do you feel an assistant manager should know about managing within a club?

A. S/he should be given the opportunity to learn every aspect of the club--beginning with waiters through controller. I think the training program should allow a transfer of duties so the candidate will have a broader understanding of the club.

An exercise was undertaken to solicit the department heads¹¹ perspective as to "what an Assistant Manager should know in the various departments found in clubs." Feedback was encouraged in searching for information to be incorporated into the program. The following are sample questions used during the research:

- What information does the Assistant Manager need about your department so s/he will be able to communicate and work more proficiently with someone in your capacity?
- How can I educate the Assistant on procedures, practices or policies within your department that will assist him/her within the club operation?
- What advice or tips do you have to make this individual a better Assistant Manager?
- How could the club's Assistant Managers help you run your department better?

The responses provided input which strengthened the specific technical skill areas. Considering the diverse makeup of the department heads surveyed, several common responses focusing on leadership emerged. Among these responses were the Assistant Manager must "be honest," "assist the department head in problem solving," "have a working understanding of one's department," "have ability to motivate staff," "follow-up to commitments," and "help to provide recognition of club's staff."

Project Methods

In an effort to ensure that the Assistant Manager Development Program included the consensus of what is deemed relevant material, a survey method was used to collect information. The survey form was developed and then reviewed by the Monograph Support Group prior to distribution. The survey format included adequate space for personal comment to capture the emotion of the topic.

The sample targeted three specific groups of individuals whom the author thought might be closer to the academic process required for this project. The three groups included 138 CMAA alumni members (current members of CMAA who had previously been members of CMAA student chapter organizations), 25 club managers serving as liaisons to student chapters and 24 student chapter faculty advisors. These samples were obtained from listings in the 1995 CMAA Yearbook.*

A seven-part, fifty-four question survey with a cover letter was mailed on August 16, 1995, to 187 individuals. (See Appendix Survey 1.0, letter 2.0. A response rate of 65% was achieved with the return of 122 surveys. * Club Manager's Association of America, 1995 Yearbook, Alexandria, Virginia. A breakdown of the responses included 104 received from CMAA alumni and student liaison managers representing an 85% return rate; 14 were received from faculty advisors for an 11% return rate; and 4 received from other individuals for a 2% return rate. (Other individuals are classified as those listed in the CMAA Yearbook and no longer employed in the business at the time of the survey.)

Additional research was conducted with club department heads (see Letter Appendix 3.0) and the club's Board of Directors (see Letter Appendix 4.0).

Project Survey Results

Considering the length and complexity of the survey, the response rate was very good. The results provided the author with direction as they emphasized the importance of including all competencies and leadership skills in the program.

Part I - Concept of Programs

The results overwhelmingly indicate a strong desire for the program. Survey participants enthusiastically support the program concept and the need in the club industry for such a program. Ninety-five percent of the respondents said they agreed, or strongly agreed, the CMO Program is needed in the industry. Sample responses were as follows:

"Program definitely needed"

"I have long felt that a program like this was important"

"Great concept - Don't limit accessibility too stringently, but keep quality of graduates high"

"I like the concept - make it long and detailed."

"I think this program is a very good idea. I am an Assistant Manager and still feel like I don't know as much as I should."

There are mixed opinions about its duration; some believed it should last for one year or less, with others recommending two years. Fifty percent of the respondents "strongly disagreed" that the program should last two years. Fifty-seven percent of the respondents agreed, or strongly agreed, that the program should take one year to complete. Sample responses were as follows:

"Shorter the better, productivity needed sooner."

"Length of training may depend on size and amenities of particular clubs."

"The length of time needed to complete the program is a tough question to answer. It really depends upon the stipulations put on the experience and schooling of the individuals allowed to participate."

"For those individuals who don't have experience, increase the training duration."

The individuals participating in the survey indicated that eligibility should be restricted to students attaining Associate or Bachelor's degrees from a four-year program. The author wishes to point out that this may be biased as all survey participants were degreed individuals. Consideration should be given to a program that does not discriminate and is open to students (or graduates) and current employees in a club. On the positive side, the practice of equal opportunity tends to broaden the organization's employment reach and help assure that the available human resource pool is used to its fullest advantage. On the negative side, the failure to practice equal opportunity can quickly demoralize the work force and may involve an employer in costly and time consuming litigation. Sample responses were as follows:

"Candidates should possess potential and not necessarily education. Although education is surely a plus for any candidate in either case potential is more important."

"Eligibility into the CMO Program should be somewhat discretionary by participating managers."

Managers are more aware of which candidates would be successful."

"Candidates with some specific schooling who are sponsored by a member of CMAA should be able to participate in this program."

"Even though I marked what I did - I do have mixed emotions of what schooling/experience should be required. Either route should contain an ultimate goal of club management retention."

"CMO should also be available to club employees such as dining room managers, maitre d'hotels, banquet managers, etc."

"It should be open to anyone wanting to become part of management."

"Student Chapter affiliation is a good idea - interest is there - would build more interest - backbone of program and involvement exists to take advantage of opportunity."

"We must stress the importance of a Bachelor's Degree to enhance the credibility of our profession."

"What happens to the person who works his or her way up through the cart barn and has little or no college, but wants a management job after 10-15 years at the same club?"

Part II - Application Process

Results indicate that the program should be structured. In addition to a formal application process, various other suggestions were made regarding eligibility, such as the importance of communicating the responsibility of the participating club and sponsoring manager as to their roles in implementing the program. Ninety-three percent of the respondents agreed, or strongly agreed, that CMO candidates should make formal application to apply for the program. Sample responses were as follows:

"The easier the process is the more clubs will get involved. Cut the paperwork to a minimum."

"Application process seems too structured."

"Resumes of the candidates should be attached. There should be some overall governing body to accept or deny candidates. There should also be some type of test necessary for completion."

"The participating clubs should pay for all administrative costs incurred by CMAA."

"We want the best! There should be a G. P.A. requirement - Minimum 3.3."

"A recommendation should be necessary; however, the candidate should have the option of a club manager or faculty advisor. However, it should be from someone in the club industry."

Eighty-six percent of the respondents agreed, or strongly agreed, managers at participating clubs should be required to sign a contract that they will follow the requirements of the program.

Sample responses were as follows:

"Many times interns feel like cheap help. I'm guilty of abusing interns. A signed contract would be good."

"It will be equally important to have a solid commitment, not only from the participating clubs and managers. May want to address what will happen to the student should the participating manager leave the club during the program."

"The application process seems too structured."

Part III - Program Logistics

The results suggest that applications for the program should be accepted as received and no set

time frame be established. Flexibility is emphasized, along with strong emphasis on including a monitoring system. Eighty-two percent of the respondents believe there should be an official agreement involved. Seventy percent believe a minimum salary should be included. Ninety-five percent believe the CMO Program should be monitored to ensure the participating club is following its commitment to the Program. Sample responses were as follows:

"A set of standards must be established and a 'manual' that would serve as the guide or road map would be a big key."

"Hopefully a system of qualified managers will evolve inherently its support group. Liaison managers and others all share in the quality of the program and its success."

"Monitoring is not necessary and cumbersome. All candidates are graduates and in the work force. If either group does not like it, then out."

"Club Managers should monitor program and students based on reactions of fellow employees and members."

"If a club signs on, I would hope that they would not need much oversight."

"Because of the various sizes of universities and clubs, I do not feel a minimum salary should be published, due to the fact that smaller clubs might not be able to meet that sum...."

Part IV - Program Competencies/Tasks

Food and Beverage is identified as the number one priority. Ethics and Values, General Management, Financial and Human Resources follow. The survey also indicates that the trainee should practice hands-on training in all areas of the club's operation.

Being a "hands-on" program, individuals surveyed were asked what tasks should the CMO candidate participate in during the duration of the program. Suggestions were given. The highly rated tasks include the following:

- Learn to read and understand club's financial statement.
- Organize and plan a club event.
- Work with Managers on club's annual budget.
- Conduct at least four staff training sessions.
- Take and record the Food and Beverage inventory.
- Accept a project and prepare a report to implement.
- Interview candidates for employment.
- Book and run a wedding.

Part V - Outside Influences

Outside influences are defined as additional education outside of the club that may coincide with the program. The survey respondents indicate that all forms of education would be beneficial;

however, emphasis was placed with CMAA local chapter programs. Ninety-six percent of the respondents agreed, or strongly agreed, participation in local CMAA chapter should be required. Sample responses were as follows:

"B.M.I. I would be fine for completion of program. Should not require them to be members of CMAA until they complete program, but should attend a couple of chapter meetings and assistant manager meetings."

"Attend wine tastings, food shows, etc. Attend local Chef's meetings. CMAA educational seminars. Tours of local food/beverage purveyors' operations."

"Program should be more hands-on and less theory. College was all theory, but no practice, this is where a young manager is behind."

"Outside sources create more dollar expense for the club. No. 36 (Extra credit is available by completing homework or outside research) should be at the discretion of the club."

Part VI- Program Completion

Recognition is emphasized through the awarding of a Certificate of Completion or plaque from the Club Managers Association of America. Ninety-two percent of the respondents "strongly agreed" a Certificate of Completion or plaque should be awarded from CMAA. A sample response is as follows:

"I feel this should be recognized in the local chapter, but not national."

Part VII - Program Particulars

Overwhelmingly the respondents indicated that they would introduce the Club Management Opportunities program in their club or promote it through their institution or school. Ninety-six percent of the respondents agreed, or strongly agreed, they would introduce the CMO program in their club or university.

Another section of the survey included an open-ended question. The author attempted to get a feeling from the respondents as to "what was the most significant learning experience during your transition to club management?" Sample responses were as follows:

"Working in a training program through all club departments. Hands-on experience plus personal and professional guidance from an experienced and interested professional club manager."

"The duties and tasks given to me during my internship at school. I had a great mentor."

"Working in the industry getting 'hands-on' experience."

"Working for a quality club, large and diverse enough to help me build a strong foundation."

"Get in and work with the staff - get your hands dirty."

"I had plenty of academic learning, but no practical experience, so I had to learn the practical aspects on the job...."

"Realizing that I had the potential, but needed the guidance of a successful and knowledgeable mentor...."

"Learning how to effectively communicate with everyone I came in contact with (ranging from a Spanish speaking busboy to the CEO of a major corporation). Learning 'back of the house' or cooking skills is also very important."

The final question in the survey focused on "What advice do you have for a student aspiring for an Assistant Manager position in a club?" Sample responses were as follows:

"Don't be afraid to get your hands dirty. There's no experience like hands-on experience."

"Flexibility, eagerness to work in all areas, leave your ego at home, patience, choose a mentor to help your career. Finally, don't work at just any club - be discriminating!"

"Work whenever and wherever possible at a club."

"Learn the beginning aspects of the club as well as others."

"Understand that your educational background is, in many cases, theory. The application of this knowledge can be quite different in real life."

"Ground level hands-on experience - waiter, cook, bartender, etc."

"Have as good an academic record as possible, assume as many leadership experiences as possible, and get experience, experience, experience."

"Working in a country club is the best experience. Learning finance, food and beverage is good, but you have to learn the many nuances of country club life."

"Get the most experience you can, not just a degree."

"Work Hard...Period!"

CMO Program Outline

CMO Program Outline

The Club Management Opportunities Monograph includes a model Assistant Manager Development Program. The CMO program has been developed for use in most private club operations. A key ingredient inherent in the program is flexibility. Depending on the individual's previous work experience and education, coupled with available time at the club, the program can be adapted.

For example, if the AMID is a graduate of a culinary school, the food operation may be de-emphasized and more time allocated to other areas of need.

Another example may be an individual already working as a Dining Room Manager in the club. This individual is able to continue working in his/her position and at the same time, work through the other areas of the program at every available opportunity.

The model includes seven major sections.

- Program Overview

It is essential that a clear understanding of the program and instructions for implementation be established. The Introduction outlines the entire program and describes individual responsibilities, including how the mentor relationship could be applied in the Assistant Manager Development Program. Suggested guidelines that encourage the mentoring concept are included. Eligibility is discussed with no limitation and with preference given to individuals with high scholastic aptitude, or individuals currently working in the capacity of a supervisor within the club.

The instructions provide step by step procedures to complete the program. They illustrate how the program works, including the format used for delivering the information. The scheduling process de-emphasizes a stringent time-line and emphasizes flexibility and communication. Detailed instruction is provided on how to complete a section, including a demonstration of a suggested method of scheduling.

- Club Management

In essence, the main purpose of this information is to provide an orientation so the Assistant Manager In Development (AMID) becomes familiar with the club's environment. This section includes conducting a club analysis and suggests reviewing the rules and bylaws, facilities and services, and the club's organizational structure. An employee who knows a great deal about the mission, goals, and objectives of the club and his/her role in the whole scheme of things, as well as knowing the rules, regulations, expectations, and benefits of the job will be both a better contributor and a more highly satisfied employee.

As an extension of the orientation, an outline of historical background is provided. It includes reference to the beginning of private clubs and continues through the present day application.

The Club Managers Association of America has supported the evolution of the club manager from the caretaking role as steward to the present day acclaim as Chief Operating Officers. The Club Manager section is significant as it establishes expectations and defines the club manager's position. The following definition is used to describe the functions of the Club Manager:

The club manager is the liaison between employees and the club's members. The club manager represents management to the employees and represents the employees to the club's members. Without management there would be no clear cut direction and the work would not be accomplished.

Another section includes the identification of the different levels of club management through the inclusion of position descriptions. Visualizing the club management experience is brought to life through the article Reflections, which depicts the actual experience of a first year manager in a club.

- Leadership

Management experts have written hundreds of books about what constitutes management. The Assistant Manager Development program attempts to explain what management does with regard to leading the club operation.

People often use the terms "manager" and "leader" as if they were synonymous. They are not. Being a manager does not automatically make one a leader. The Club Management Opportunities model includes the things which will help make a good leader. It defines the qualities of leadership and provides direction on ways to apply leadership abilities.

All of the qualities of leadership discussed in the model are essential to sound club management. Through researching the literature it became apparent that integrity and character stand above all other attributes of quality leaders. Communication skills, both verbal and non-verbal, elements of human relations, critical thinking skills, effective work habits and personal traits, and an emphasis on professional presence are vital for leaders. Professional presence is a visible means of showing competence and credibility in business.

Conclusion

As evidenced by the positive ratings in the survey and the enthusiastic comments generated, a program that focuses on club management opportunities should be developed and made available to the club industry. The most logical entity to develop and administer the program should be the Club Managers Association of America located in Alexandria, Virginia.

The monograph author strongly encourages CMAA to consider the benefits the Assistant (Club) Manager Development Program will have on aspiring individuals entering the profession. Research concludes that this program would make a viable contribution to the club industry and is sorely needed. In view of the findings, further research and development should be conducted.

The professional development of the Club Manager is making tremendous progress. Not only has the quality and variety of education risen due to higher levels of expectation, the manager's self-awareness has risen as well by knowing that s/he needs to keep current in the industry. This situation is very healthy for the profession. The Assistant Manager Development Program should be compared to building the foundation in the development process. In the construction of a home, the ornamental woodwork, fancy draperies, and marble foyer are finishing touches to a quality structure; however, if the foundation is not built on solid ground and constructed correctly, the beautiful house will not stand the test of time. Individuals entering the profession should be welcomed in a similar manner. They should plan career development, be nurtured by an individual who has excelled in the profession and equip themselves with the basic knowledge and experience needed to build a solid foundation from which to flourish.

The Assistant Manager Development Program contributes to the individual's foundation building process which is a critical component to success. The Assistant Manager Development Program provides the following:

- Creates an immediate sense of value for the club management profession.
- A planned and supervised educational experience. It provides the AMID with the practical skills gained through actually working in a club.
- It creates opportunities for personal and professional growth for both the AMID and the sponsoring Club Manager.
- The Assistant Manager Development Program is a gateway into the club management profession.
- The program is a means of effectively pre-screening and recruiting future full-time employees less expensively than through traditional methods.
- It allows the individual to define club management and to focus on it as a career.
- It provides meaningful interaction among club staff and members.

- This is a means of promoting the Club Managers Association and the Club Management profession to the student chapter population.
- The program serves as an audit of the club's operation which will help to enhance the organization through review of policies and procedures.
- It is a source of fresh ideas and assistance with special club projects.
- The AMID program is an opportunity to experience a feeling of pride for having successfully guided an individual into the club management profession.

Upon further development, the Assistant Club Manager Development Program may include the following characteristics:

- Consider a hands-on program conducted in the private club environment.
- Build around the concept of "Managers as Mentors" and encourage passing on acquired knowledge and skills.
- Make the program flexible and user friendly so that it can be utilized in most club operations.
- Select a program title that does not intimidate existing club managers and takes into consideration trends or new management concepts.
- Do not make the program "cost prohibitive." It should not be considered a profit center.
- Ensure that the program touches upon all aspects of club management.
- Include the feature of networking with other club managers and encourage this concept throughout the program.
- Consider the promotion of the program through CMAA student chapter organizations.
- Do not limit eligibility. The program should be made available to individuals who have graduated from two- or four-year schools beyond high school and to those who have not.
- Create a method of promoting the candidate to a career path in club management after graduation.
- Award a Certificate of Completion to the AMID from the Club Managers Association of America upon successful completion of the program.
- Recognize appropriately the sponsoring club manager and club for their participation.

In summary, the author of the monograph recalls his early years in club management. Had a

program such as the Club Management Opportunities Assistant Manager Development Program been available at the time, and had the author been afforded an opportunity to participate in the program, he is confident that an accelerated personal learning process would have resulted.

The author also believes that a training program such as this would prove invaluable to an individual desiring a career in club management, as well as in assisting with the professional development of the sponsoring club manager. Survey data supports the implementation of such a training program.

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[E-mail for more information](#)

1.0 Sample Cover Letter to Survey Participants

August 16, 1995

Dear _____:

I am currently an applicant for CMAA's Master Club Manager (MCM) designation. As you probably know, one requirement of the process is the development of an original monograph (scholarly writing) which addresses some issue of importance to the club industry.

My monograph is entitled *Club Management Opportunities* and is a middle management development program. The CMO program will create a link into the club management profession from our colleges and universities. I have included a brief outline of my monograph for your review in an attempt to define what I am trying to accomplish through the program.

Your assistance by completing the attached survey will be appreciated. I am sending this survey to two select groups of individuals whom I believe have the expertise to help make this program become a reality:

1. All members of CMAA Alumni Association - You are the individuals who have been student members of the Association prior to making the transition to club management.
2. Student Chapter Faculty Advisors and CMAA Liaison Managers - These individuals work with students and have their pulse on what may be required.

In addition to completing the survey and returning it prior to August 31, 1995, if you should happen to know of a similar program that you would be willing to share with me, or have any other insight I should be aware of, I would love to hear from you.

I am very excited about this project and its possible application to the club industry. Your results will be summarized, along with those of other respondents, and will be a valuable contribution to the success of this program.

I truly welcome your input; thank you for contributing.

Sincerely,

William A. Schulz, CCM
General Manager

**CLUB MANAGEMENT OPPORTUNITIES
(ASSISTANT MANAGER DEVELOPMENT PROGRAM)
RESEARCH SURVEY**

PART I: CONCEPT OF PROGRAM

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree 2 = Agree 3 = No Opinion 4 = Disagree 5 = Strongly Disagree

- | | |
|--|-------------------|
| 1. The CMO (Club Management Opportunities) program is needed in the industry. | 1 2 3 4 5 |
| 2. HRM students would have interest in the CMO Program. | 1 2 3 4 5 |
| 3. Club Management Opportunities is a good title for this program. | 1 2 3 4 5 |
| Alternate suggestions include _____. | |
| 4. CMO program should take <u>six months</u> to complete. | 1 2 3 4 5 |
| 5. CMO program should take <u>one year</u> to complete. | 1 2 3 4 5 |
| 6. CMO program should take <u>two years</u> to complete. | 1 2 3 4 5 |
| 7. CMO program should be available to any individual regardless of schooling or work experience. | 1 2 3 4 5 |
| 8. CMO program should be available to club employees with no schooling beyond high school. | 1 2 3 4 5 |
| 9. CMO program should be available to students completing Associate degrees or four year degrees. | 1 2 3 4 5 |
| 10. CMO program should be limited to students earning Bachelor's degrees from a four year program. | 1 2 3 4 5 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program. | 1 2 3 4 5 |

Other comments on Concept of Program.

PART II: APPLICATION PROCESS

The selection process of CMO candidates and clubs will be very important to the overall success of the program. Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree 2 = Agree 3 = No Opinion 4 = Disagree 5 = Strongly Disagree

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 12. | CMO candidates should make formal application to apply for the program. | 1 | 2 | 3 | 4 | 5 |
| 13. | CMO participating clubs should make formal application to participate. | 1 | 2 | 3 | 4 | 5 |
| 14. | CMO candidates should be required to have some club experience. | 1 | 2 | 3 | 4 | 5 |
| 15. | CMO candidates should have recommendation of faculty advisor. | 1 | 2 | 3 | 4 | 5 |
| 16. | CMO candidates should have recommendation of a club manager. | 1 | 2 | 3 | 4 | 5 |
| 17. | CMO candidates should write a 300 word essay on "Why I Should be Considered for the CMO Program." | 1 | 2 | 3 | 4 | 5 |
| 18. | Managers at participating clubs should be required to sign a contract that they will follow requirements of the program. | 1 | 2 | 3 | 4 | 5 |

Other comments on Application Process.

PART III: PROGRAM LOGISTICS

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = Strongly Agree 2 = Agree 3 = No Opinion 4 = Disagree 5 = Strongly Disagree

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 19. | Applications for the CMO program should be accepted once a year. | 1 | 2 | 3 | 4 | 5 |
| 20. | Applications for the CMO program should be accepted twice a year. | 1 | 2 | 3 | 4 | 5 |
| 21. | Applications for the CMO program should be accepted as they are received. | 1 | 2 | 3 | 4 | 5 |
| 22. | A list of CMO candidates should be available through CMAA. | 1 | 2 | 3 | 4 | 5 |
| 23. | Participating clubs should be listed in the Mid-Management Career Opportunities Publication. | 1 | 2 | 3 | 4 | 5 |
| 24. | A minimum salary scale should be included as part of the club's agreement to participate. | 1 | 2 | 3 | 4 | 5 |
| 25. | The participating club's Manager should sign agreement with CMO candidate. | 1 | 2 | 3 | 4 | 5 |
| 26. | Both the club's Manager and President should sign agreement with CMO candidate. | 1 | 2 | 3 | 4 | 5 |

27. The CMO program should be monitored to ensure the candidate is following the guidelines. 1 2 3 4 5
28. The CMO program should be monitored to ensure the participating club is following its commitment to the program. 1 2 3 4 5
29. A local chapter support group should monitor program. 1 2 3 4 5
30. Student Liaison Managers should monitor program. 1 2 3 4 5
- Other comments on program logistics.

PART IV: PROGRAM COMPETENCIES/TASKS

31. It would be virtually impossible to include everything a club manager should know in this program. Therefore, it will be important to select competencies and subjects within each competency to provide the greatest amount of exposure to club management. With this in mind, please rate the following competencies in order of importance to the CMO trainee: (Utilize 1-11 with number 1 being most important.)

- | | |
|------------------------|-----------------------------|
| ___ Food & Beverage | ___ Maintenance/Engineering |
| ___ Ethics/Values | ___ Housekeeping |
| ___ Marketing | ___ Security |
| ___ Human Resources | ___ Financial |
| ___ General Management | ___ Membership |
| ___ Sports/Recreation | |

Please list other areas that should be considered.

32. Being a "hands on" approach, the CMO program should prepare the candidate to perform certain tasks. Please rate the following tasks from 1 to 4 according to importance. Use the rating scale below.

1 = Very Important 2 = Important 3 = No Opinion 4 = Not Necessary

- Be able to successfully serve a table of eight. 1 2 3 4
- Write an article for the club's newsletter. 1 2 3 4

| | | | | |
|---|---|---|---|---|
| Make a presentation at a committee meeting. | 1 | 2 | 3 | 4 |
| Organize and plan a club event. | 1 | 2 | 3 | 4 |
| Take and record the Food and Beverage inventory. | 1 | 2 | 3 | 4 |
| Suggest energy conservation techniques to reduce demand rate. | 1 | 2 | 3 | 4 |
| Accept a project from management and prepare a report to implement. | 1 | 2 | 3 | 4 |
| Develop a theme or ethnic party menu. | 1 | 2 | 3 | 4 |
| Book and run a wedding. | 1 | 2 | 3 | 4 |
| Write three memorandums to get points across. | 1 | 2 | 3 | 4 |
| Conduct at least four staff training sessions. | 1 | 2 | 3 | 4 |
| Conduct a safety audit within the club. | 1 | 2 | 3 | 4 |
| Work with managers on the club's annual budget. | 1 | 2 | 3 | 4 |
| Learn to read and understand club's financial statement. | 1 | 2 | 3 | 4 |
| Skirt a buffet and create a table layout diagram. | 1 | 2 | 3 | 4 |
| Conduct at least three party meetings. | 1 | 2 | 3 | 4 |
| Work a la carte cooking stations. | 1 | 2 | 3 | 4 |
| Expedite food orders on busy nights. | 1 | 2 | 3 | 4 |
| Interview three candidates for employment. | 1 | 2 | 3 | 4 |
| Review renovation or building project organization with manager. | 1 | 2 | 3 | 4 |
| Please list all other tasks that should be considered. | | | | |

PART V.: PROGRAM OUTSIDE INFLUENCES

To ensure the CMO program maximizes the time commitment of the participating individual it may be prudent to consider outside sources of education while the candidate is participating in the CMO program.

Using the scale below, please circle the number which indicates how much you agree with the following statements.

1 = strongly agree 2 = agree 3 = no opinion 4 = disagree 5 = strongly disagree

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 33. | B.M.I. II should be a requirement for completing the CMO program. | 1 | 2 | 3 | 4 | 5 |
| 34. | A list of outside reading should be included with a synopsis required of each book or periodical. | 1 | 2 | 3 | 4 | 5 |
| 35. | Participation in local CMAA Chapter should be required. | 1 | 2 | 3 | 4 | 5 |
| 36. | Extra credit is available by completing homework or outside research. | 1 | 2 | 3 | 4 | 5 |
| 37. | Attaining a local Sanitation Certificate should be required. | 1 | 2 | 3 | 4 | 5 |
| 38. | Candidate should be certified in CPR. | 1 | 2 | 3 | 4 | 5 |
| 39. | Meetings with local Fire Department and Police Department representatives should be required. | 1 | 2 | 3 | 4 | 5 |
| 40. | Manager should arrange for candidate to work/observe other club operations. | 1 | 2 | 3 | 4 | 5 |
| 41. | A computer Lotus course is required. | 1 | 2 | 3 | 4 | 5 |

Please include other suggestions for outside education.

PART VI: PROGRAM COMPLETION

Upon completion of the CMO program, adequate recognition of individual or assistance in career should be considered. Using the scale below, please circle the number which indicates how much you agree with the following statements:

1 = strongly agree 2 = agree 3 = no opinion 4 = disagree 5 = strongly disagree

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 42. | A Certificate of Completion or plaque should be awarded from CMAA. | 1 | 2 | 3 | 4 | 5 |
| 43. | Educational credits equivalent to attending a B.M.I. course should be awarded. | 1 | 2 | 3 | 4 | 5 |
| 44. | The designation "Certified Assistant Manager" should be earned. | 1 | 2 | 3 | 4 | 5 |
| 45. | Graduate's name with small article should appear in Outlook. | 1 | 2 | 3 | 4 | 5 |
| 46. | Graduate should be recognized at Annual CMAA Conference. | 1 | 2 | 3 | 4 | 5 |
| 47. | Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication. | 1 | 2 | 3 | 4 | 5 |

Other comments on program completion.

PART VII: PROGRAM PARTICULARS

Your time to complete the following questions will add personal advice and counsel to this program.

48. As a club manager would you introduce this program in your club? _____ Yes _____ No

As a faculty advisor, would you promote this program in your school? _____ Yes _____ No

49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty - what are students taught to be prepared for?)

50. What advice do you have for a student aspiring for an Assistant Manager position in a club?

Additional Comments.

PART VIII: OTHER INFORMATION

51. What is your position?

☐ General or Club Manager

☐ Club Manager under General Manager

☐ Assistant Manager

☐ Faculty Advisor

Other _____

52. Years of club management or teaching experience.

☐ 0-5 years

☐ 10-15 years

☐ 5-10 years

☐ more than 15 years

53. Are you a Certified Club Manager (CCM)?

☐ Yes

☐ No

If yes.....How long have you been certified?

☐ 1 to 3 yrs. ☐ 3 to 5 yrs. ☐ 5 to 10 yrs. ☐ Over 10 years

54. What entity do you represent?

☐ College or University

☐ Country Club (Golf)

☐ City Club

☐ Yacht Club

☐ Other (Please describe) _____

Thank you for completing this survey. Please return it in the postage paid, self-addressed envelope and mail to:

William A. Schulz, CCM
Houston Country Club
One Potomac Drive
Houston, Texas 77057

Phone: 713-465-8381

Fax: 713-465-7455

3.0 Sample Letter to Club Department Heads

MEMORANDUM

August 30, 1995

To: Department Heads/Supervisors
From: William A. Schulz, CCM
Subject: Master Club Manager Project

I am in the process of fulfilling the requirements to attain my Master Club Manager (MCM) designation within my professional organization.

The final step is to author a Monograph (scholarly writing) on a subject important to clubs and club management. The main idea of this program is to give back to the industry. The completed Monographs will be considered resources for the profession and used to educate others.

I have elected to develop a formalized training program for Assistant Managers as my Monograph. Attached you will find my Monograph Outline on a program entitled *Club Management Opportunities* (CMO). Please review this outline so you will get an idea of what I am trying to develop.

I am writing this note because I truly need your help. As experts in the various departments throughout the club, I would like you to tell me what an Assistant Manager should know in your department. I need to know what information I should incorporate into my program that:

- * Provides adequate information to make the Assistant Manager knowledgeable about your department so he/she will be able to communicate and work more proficiently with someone in your capacity.
- * Educates the Assistant on procedures, practices or policies within your department that will assist him/her within the club operation.

- * What advice or tips do you have to make this individual a better Assistant Manager?
- * How could the club's Assistant Managers help you run your department better?

Your feedback to me is important and will be used as part of my research. It doesn't have to be fancy; however, I would appreciate receiving your input by Thursday, September 7, 1995.

Joe Bendy - Clubhouse Operation, include Club Functions
Dining Room/Banquet, etc.

Chef Gitschner - Kitchen operation.

Hedi Degani - Storeroom, Purchasing, Receiving, etc.

Clifford Colbert/Cheryl Johnson - Locker Rooms.

Patti Coughlin - Catering/Member Communications.

Bruce Galashaw - Human Resources.

David Manglos - Accounting, Financial.

Paul Marchand - Golf including Shop, Tournaments, etc.

Jerry Takushi - Golf Course.

Jim Rombeau - Tennis.

Jim O'Brien - Pool Operation/Youth Camp

Victor Ortega - Housekeeping/Setup

Gerald Scarmardi - Repair & Maintenance, Energy Control.

Thank you. I appreciate your assistance with my project.

MONOGRAPH OUTLINE
WILLIAM A. SCHULZ, CCM

CLUB MANAGEMENT OPPORTUNITIES
(ASSISTANT MANAGER DEVELOPMENT PROGRAM)

STATEMENT OF PROBLEM: Club management is a highly specialized profession. Club managers are responsible for multi-million dollar operations and facilities. The inherent nature of private clubs demands that club managers be knowledgeable and maintain expertise in all facets of the club's operation. In essence, the club manager wears many hats.

In order to supply an adequate number of qualified managers for the profession a transition vehicle should be established. This vehicle, in the form of an assistant manager training program, will lead aspiring individuals into the profession and at the same time assist in the staffing needs of clubs.

Currently, there is a gap between actually working as an assistant manager in a club and graduating from a two year or four year school. Graduating students are eager to work in clubs; however, opportunities in clubs are not readily available.

The following are several reasons for this scenario:

1. **TIMING** - Managers seldom know when positions in their clubs will become available, and therefore, cannot make promises or contract students.
2. **EXPERIENCE** - Managers are reluctant to hire students as assistant managers directly out of school due to their limited experience.
3. **PERCEPTION** - Students feel they are ready for more responsible positions upon graduation even though they do not have actual experience.
4. **AVAILABILITY** - Clubs do not recruit on campuses like chain restaurants or hotels do. Clubs are individual entities and do not have multiple properties in which to offer positions. Currently, clubs are losing potential individuals to other segments of the hospitality industry.

My Monograph is intended to create a program that would bridge this gap.

The Club Management Opportunities (CMO) program would be a structured training program which, after approval, would be sanctioned by CMAA.

CMAA would make the CMO program available and clubs would subscribe and be listed as participants in the program. The list of clubs would be circulated and interested individuals would make application for consideration in the program.

The curriculum would cover all aspects of club management in a "hands on" fashion. The program would be developed in such a way as to make it possible for use in most club operations. Upon successful completion, a graduate would be qualified as a bona fide assistant manager. A certificate of completion would be awarded through the Club Managers Association of America.

CONCLUSION: The CMO program would assist in developing qualified individuals to enter the club management profession. As a sanctioned program of CMAA, its promotion and successful completion by the students would enhance the credibility of the Association and assist the club industry. Schools and universities would add this program to opportunities available to their students.

Another aspect of the program is that it truly identifies the individuals interested in clubs as a career. With the large number of students graduating from hospitality schools there is parity among the students. The CMO program, in addition to school, will make the graduate a prime candidate for the industry and most likely he/she will find a career in club management.

METHOD: The method I propose to use to develop this program is to begin by asking relevant questions. Examples of questions are as follows:

1. How can I identify the need for this program in the industry or with students?
2. How can I relate this work to existing academic requirements of HRM schools?
3. For whom should the program be applicable?
4. What type of curriculum should be included in the program? How can I determine what an assistant manager needs to know?
5. How is the progress of the individual monitored?
6. After successful completion, should the program have a certification attached?

There are many other questions to be asked and viewpoints to be considered.

PROCEDURES: Research on this topic will be comprehensive and include, but not be limited to, the following:

1. Review of related books/articles and other periodicals.
2. Research of similar training program in hotels, restaurants and the military.
3. Surveys to ascertain if the program is needed in the industry and what should be included.
4. Review of course outlines of existing club management courses.
5. Input will be solicited from local club managers in group discussion to receive personal reaction.

RESULTS: I anticipate the successful completion of a Monograph that describes and analyzes training for an assistant manager position within a club. Since I plan to reach all types of clubs during my research, this program will be applicable to all operations.

This Monograph will include a working document that will be used by the student as he/she completes the study.

4.0 Sample Letter to Club Board of Directors

MEMORANDUM

September 13, 1995

To: Board of Directors
James A. Reichert, President

From: William A. Schulz, CCM

Subject: Assistant Manager Development Program

Gentlemen:

With the recent turnover of Assistant Managers, I felt it only appropriate to share with you a project which I am working on.

Within my professional organization, the Club Managers Association of America, I have an opportunity to earn the Master Club Manager designation. The MCM certification is earned through a lifetime of professional achievement and giving back to the industry, one's community, and profession.

In seeking this designation, I have met all of the criteria with the exception of completing a Monograph (scholarly writing) about a subject important to the club industry. Since February, I have been working on a Monograph entitled *Club Management Opportunities, An Assistant Manager Development Program*.

I chose this subject because there is a genuine need for a quality program, such as this, within the profession. The other reason behind this selection was the ongoing need for this program at Houston Country Club. When completed, this program will be utilized throughout the private club industry and as a standard training procedure at Houston Country Club.

Thus far, I have conducted extensive research on this subject. For your information, I am enclosing an outline of my Monograph and one of the surveys which I used in my research. This should give you some idea of what I am developing.

Several weeks ago, the various department heads within the club provided me with their input on what qualities are inherent within a good Assistant Manager. In addition, they told me what an Assistant Manager should know about their particular operation.

If I may, I would like to solicit your perspective as well. From a club member's viewpoint, **WHAT ARE THE CHARACTERISTICS OF AN EFFECTIVE ASSISTANT MANAGER FOR HOUSTON COUNTRY CLUB? WHAT DO YOU FEEL AN ASSISTANT MANAGER SHOULD KNOW ABOUT MANAGING WITHIN A CLUB SUCH AS HOUSTON COUNTRY CLUB?**

If you have a few minutes, I would welcome any assistance you can provide. Your input will be greatly appreciated.

Thank you.

5.0 SAMPLE OF PROJECT SURVEY RESULTS

SURVEY RESULTS ALL CATEGORIES COMBINED TOTAL = 122

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 72 | 44 | 3 | 1 | 1 |
| 2. HRM students would have interest in the CMO program | 55 | 63 | 1 | 3 | 0 |
| 3. CMO is a good title for this program | 39 | 46 | 27 | 9 | 1 |

Alternative Suggestions include: See itemized category reports

| | | | | | |
|--|----|----|----|----|----|
| 4. CMO should take <u>6 months</u> to complete | 19 | 16 | 11 | 36 | 37 |
| 5. CMO should take <u>one year</u> to complete | 29 | 39 | 20 | 17 | 14 |
| 6. CMO should take <u>two years</u> to complete | 23 | 19 | 18 | 32 | 27 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 7 | 30 | 13 | 40 | 29 |
| 8. CMO should be available to club employees with no schooling beyond high school | 7 | 43 | 20 | 30 | 20 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 44 | 54 | 9 | 11 | 3 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 26 | 22 | 13 | 44 | 17 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 24 | 23 | 11 | 45 | 17 |

Other Comments on concept of program: See itemized category reports

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 78 | 36 | 2 | 5 | 1 |
| 13. CMO participating clubs should make formal application to participate | 64 | 45 | 10 | 2 | 0 |
| 14. CMO candidates should be required to have some club experience | 26 | 42 | 13 | 28 | 6 |
| 15. CMO candidates should have recommendation of faculty advisor | 22 | 58 | 22 | 15 | 4 |
| 16. CMO candidates should have recommendation of club manager | 28 | 45 | 26 | 19 | 3 |
| 17. CMO candidates should write a 300 word essay on "Why I should be considered for the CMO program" | 28 | 40 | 32 | 15 | 5 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 64 | 41 | 10 | 5 | 1 |

Other comments on Application Process: See itemized category reports

Evaluation Scale:

1=Strongly Agree 2=Agree 3= No Opinion 4= Disagree 5= Strongly Disagree

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 8 | 24 | 32 | 39 | 17 |
| 20. Applications for the CMO program should be accepted twice a year | 13 | 36 | 31 | 28 | 13 |
| 21. Applications for the CMO program should be accepted as they are received | 26 | 33 | 16 | 35 | 10 |
| 22. A list of CMO candidates should be available through CMAA | 53 | 62 | 6 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 55 | 51 | 13 | 0 | 1 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 29 | 58 | 20 | 14 | 3 |
| 25. The participating club's manager should sign agreement with CMO candidate | 40 | 59 | 16 | 4 | 2 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 14 | 30 | 24 | 35 | 18 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 62 | 53 | 1 | 4 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 70 | 44 | 4 | 2 | 0 |
| 29. A local chapter support group should monitor program | 24 | 33 | 38 | 16 | 6 |
| 30. Student Liaison Managers should monitor program | 19 | 34 | 36 | 21 | 7 |

Other comments on Program Logistics: See itemized category reports

Part IV: Program Competencies/Tasks

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. Food & Beverage | 43 | 25 | 12 | 18 | 10 | 7 | 0 | 0 | 2 | 0 | 1 |
| Ethics/ Values | 22 | 18 | 16 | 14 | 12 | 9 | 13 | 5 | 2 | 3 | 4 |
| Marketing | 3 | 3 | 8 | 11 | 14 | 17 | 18 | 17 | 6 | 11 | 10 |
| Human Resources | 13 | 17 | 22 | 23 | 23 | 10 | 4 | 1 | 2 | 2 | 1 |
| General Management | 23 | 20 | 15 | 9 | 13 | 5 | 8 | 6 | 7 | 4 | 10 |
| Sports/ Recreation | 0 | 0 | 2 | 3 | 5 | 15 | 11 | 21 | 15 | 20 | 26 |
| Maint./ Engineering | 0 | 0 | 6 | 3 | 9 | 11 | 22 | 31 | 20 | 10 | 9 |
| Housekeeping | 0 | 1 | 2 | 5 | 7 | 14 | 13 | 20 | 25 | 21 | 10 |
| Security | 0 | 0 | 2 | 3 | 0 | 6 | 5 | 9 | 19 | 34 | 39 |
| Financial | 15 | 17 | 28 | 13 | 19 | 14 | 6 | 10 | 1 | 0 | 1 |
| Membership | 6 | 14 | 8 | 15 | 13 | 10 | 15 | 8 | 13 | 12 | 4 |

Please list all other areas that should be considered:

See itemized category reports

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 52 | 52 | 12 | 9 |
| Write an article for the club's newsletter | 47 | 53 | 12 | 8 |
| Make a presentation at a committee meeting | 68 | 40 | 6 | 7 |
| Organize and plan a club event | 92 | 28 | 1 | 0 |
| Take and record the Food and Beverage inventory | 77 | 39 | 4 | 1 |
| Suggest energy conservation techniques to reduce demand rate | 21 | 64 | 27 | 9 |
| Accept a project from management and prepare a report to implement | 74 | 42 | 5 | 0 |
| Develop a theme or ethnic party menu | 38 | 71 | 10 | 2 |
| Book and run a wedding | 61 | 54 | 4 | 2 |
| Write 3 memos to get points across | 54 | 50 | 11 | 3 |
| Conduct at least 4 staff training sessions | 82 | 34 | 3 | 0 |
| Conduct a safety audit within the club | 35 | 63 | 20 | 3 |
| Work with managers on the club's annual budget | 82 | 34 | 2 | 3 |
| Learn to read and understand club's financial statement | 96 | 25 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 31 | 62 | 23 | 5 |
| Conduct at least 3 party meetings | 39 | 68 | 10 | 3 |
| Work a la carte cooking stations | 31 | 51 | 25 | 13 |
| Expedite food orders on busy nights | 52 | 57 | 10 | 2 |
| Interview 3 candidates for employment | 73 | 45 | 2 | 1 |
| Review renovation or building project organization with manager | 30 | 60 | 24 | 6 |

Please list all other tasks that should be considered:

See itemized category reports

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 24 | 33 | 33 | 20 | 11 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 22 | 60 | 28 | 10 | 1 |
| 35. Participation in local CMAA Chapter should be required | 66 | 50 | 4 | 1 | 0 |
| 36. Extra credit is available by completing homework or outside research | 18 | 45 | 33 | 21 | 4 |
| 37. Attaining local Sanitation Certificate should be required | 40 | 46 | 25 | 7 | 3 |
| 38. Candidate should be certified in CPR | 38 | 50 | 23 | 6 | 3 |
| 39. Meetings with local fire and police department representatives should be required | 6 | 40 | 47 | 20 | 7 |
| 40. Manager should arrange for candidate to work/observe other club operations | 50 | 59 | 9 | 2 | 0 |
| 41. A computer Lotus course is required | 31 | 43 | 27 | 9 | 8 |

Please include other suggestions for outside education:

See itemized category reports

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 70 | 42 | 7 | 2 | 1 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 62 | 43 | 12 | 3 | 2 |
| 44. The designation "Certified Assistant Manager" should be earned | 42 | 24 | 18 | 22 | 16 |
| 45. Graduate's name with a small article should appear in Outlook | 35 | 51 | 27 | 7 | 2 |
| 46. Graduate should be recognized at Annual CMAA Conference | 27 | 40 | 34 | 15 | 6 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 31 | 56 | 23 | 7 | 3 |

Other comments on Program Completion:

See itemized category reports

Part VII: Program Particulars

| | <u>Yes</u> | <u>No</u> |
|--|------------|-----------|
| 48. As a club manager would you introduce this program in your club? | 92 | 8 |
| As a faculty advisor, would you promote this program in your school? | 16 | 0 |
| 49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?) | | |
| See itemized category reports | | |
| 50. What advice do you have for a student aspiring for an Assistant Manager position in a club? | | |
| See itemized category reports | | |
| 51. Additional comments. | | |
| See itemized category reports | | |
| 52. What is your position? | | |
| 62-General or Club Manager | | |
| 28-Assistant Manager | | |
| 4-Other | | |
| 14-Club Manager under General Manager | | |
| 14-Faculty Advisor | | |
| 53. Years of club management or teaching experience. <u>0-5 Yrs.</u> <u>5-10 Yrs.</u> <u>10-15 Yrs.</u> <u>15+ Yrs.</u> | 33 | 30 |
| | 25 | 27 |
| 54. Are you a Certified Club Manager (CCM)? | <u>Yes</u> | <u>No</u> |
| | 36 | 79 |
| 55. What entity do you represent? | | |
| College or University | 15 | |
| City Club | 13 | |
| Other | 5 | |
| Country Club (Golf) | 78 | |
| Yacht Club | 3 | |

GENERAL MANAGER

TOTAL = 62

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 41 | 18 | 2 | 0 | 1 |
| 2. HRM students would have interest in the CMO program | 27 | 34 | 1 | 0 | 0 |
| 3. CMO is a good title for this program | 22 | 25 | 9 | 5 | 1 |

Alternative Suggestions include:

- Assistant Manager in Training Program
- Club Management Internships
- Certified Assistant Manager Program
- Club Management School
- Club Management Career Opportunities
- Private Club Management Opportunities
- Club Manager Assistant in Training Program

| | | | | | |
|--|----|----|----|----|----|
| 4. CMO should take <u>6 months</u> to complete | 7 | 5 | 8 | 21 | 20 |
| 5. CMO should take <u>one year</u> to complete | 15 | 20 | 12 | 7 | 7 |
| 6. CMO should take <u>two years</u> to complete | 13 | 13 | 12 | 14 | 10 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 7 | 15 | 9 | 16 | 13 |
| 8. CMO should be available to club employees with no schooling beyond high school | 5 | 21 | 9 | 17 | 9 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 28 | 26 | 5 | 2 | 1 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 9 | 8 | 10 | 23 | 12 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 11 | 7 | 7 | 23 | 12 |

Other Comments on concept of program:

“Do not restrict to just HRM students”

“Eligibility into the CMO program should be somewhat discretionary by participating managers. Managers are more aware of which candidates would be successful. The CMO program candidates should not be set up for failure.”

“Make the program only available to Juniors or Seniors - Minimum 2 Years college.”

“The above depends upon whether CMO program is for students prior to graduation or subsequent thereto. Possibly program could have 2 parts; Part 1 being working experience with hourly personnel such as kitchen worker, bartender, waiter, etc.; Part 2 would be supervising training and administrative tasks (e.g., inventory, payroll, etc.); Each part 3 months (12 weeks) during summers.”

“Candidates should possess potential and not necessarily education. Although education is surely a plus for any candidate, in either case potential is more important.”

“I like the concept - make it long and detailed.”

“Until the format/curriculum is established, the length of the program will be tough to schedule - I would go less than 2 years.”

“Great concept - Don’t limit accessibility to stringently, but keep quality of graduates high.”

“Shorter the better, productivity needed sooner. You might as well have available to club employees because clubs will use it anyway. Assistant manager title may become extinct. Gear program to Food and Beverage Director or Department Head Level, or Clubhouse Manager.”

“I have long felt that a program like this was important.”

“Program definitely needed.”

“I feel there is greater opportunity for future managers and CMAA growth if it (CMO) is available at a premium fee to all that would seek the opportunity. All that achieve their goal will be already or future CMAA members.”

“A certain amount of time should be dedicated to each area of the club, specifically clubhouse.”

“Graduate should not be classed as ‘bona fide’ assistant manager. Certificate would be adequate. Make this part of the course already in place ‘Club Management 101’ at most HR colleges or make into a thesis as team projects for the students.”

“It sounds like another expensive program for CMAA to operate and maintain. I believe that individual club managers can provide training opportunities without CMAA stepping in - it’s a small percentage of clubs that can afford to take on interns anyway, so why obligate the entire membership of CMAA to pay the freight?”

“Cost? What happens to the guy who works his or her way up through to cart barn and has little or no college, but wants a management job after 10-15 years at the same club?”

“Candidates with some specific schooling who are sponsored by a member of the CMAA should be able to participate in this program.”

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 39 | 17 | 2 | 3 | 1 |
| 13. CMO participating clubs should make formal application to participate | 34 | 23 | 3 | 1 | 0 |
| 14. CMO candidates should be required to have some club experience | 16 | 19 | 3 | 12 | 5 |
| 15. CMO candidates should have recommendation of faculty advisor | 10 | 27 | 13 | 8 | 3 |
| 16. CMO candidates should have recommendation of club manager | 16 | 24 | 10 | 8 | 3 |
| 17. CMO candidates should write a 300 word essay on “Why I should be considered for the CMO program” | 16 | 20 | 15 | 7 | 3 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 30 | 19 | 8 | 5 | 0 |

Other comments on Application Process:

“Resumes of candidates should be attached. There should be some overall governing body to accept or deny candidates. There should also be some type of test necessary for completion.”

“The program can only gain credibility if all participating clubs adhere strictly to the program.”

“Care must be taken that the club be large enough to provide a variety of learning experiences.”

“#18 the ‘contract’ is of concern to me. Is there some other criteria that could be implemented to ensure quality and consistency on the club/student level?”

“Consider developing a structured program of both classroom and club operation requirements. The clubs’ and their managers’ participation in the CMO should also be graded for their contribution and effectiveness. The manager has to be committed.”

“These requirements already exist for many internship programs that HRM students participate in.”

“Screening of clubs and managers participating should take place.”

“You might consider having the board of directors sign the contract too.”

“The easier the process is, the more clubs will get involved. Cut the paperwork to a minimum.”

“Commitment of applicant to club management career is the key.”

“The participating clubs should pay for all administrative costs incurred by CMAA.”

“Possibly require the club management course for those students attending schools that provide that course to give the students a basic understanding of how club structures are set up.”

“The application process seems too structured.”

“Structure should be as formal as possible. Must establish acceptance criteria.”

“Be firm but realistic.”

“We want the best!! There should be a G.P.A. Requirement - Minimum 3.3.”

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 2 | 14 | 20 | 15 | 10 |
| 20. Applications for the CMO program should be accepted twice a year | 6 | 14 | 20 | 14 | 7 |
| 21. Applications for the CMO program should be accepted as they are received | 15 | 15 | 9 | 17 | 5 |
| 22. A list of CMO candidates should be available through CMAA | 28 | 31 | 2 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 28 | 24 | 7 | 0 | 1 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 14 | 34 | 7 | 5 | 1 |
| 25. The participating club's manager should sign agreement with CMO candidate | 17 | 29 | 9 | 4 | 2 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 7 | 10 | 12 | 21 | 11 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 34 | 25 | 0 | 2 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 36 | 23 | 1 | 1 | 0 |
| 29. A local chapter support group should monitor program | 12 | 20 | 15 | 10 | 4 |
| 30. Student Liaison Managers should monitor program | 10 | 16 | 17 | 13 | 4 |

Other comments on Program Logistics:

"Faculties change too often and student liaison managers are all too often voted in because they weren't at that particular meeting. A consistent individual or group is essential to its success."

"Salary should be based on cost of living. However, some salary guidelines should be posted."

"Liaison managers and area club managers should attend these courses too, for moral support and information that the instructor might not have."

"Monitoring should be done by Chapter President."

"A 'set of standards' must be established and a 'manual' that would serve as the guide or road map would be a big key."

"Monitoring should be done by CMAA committee or staff."

"Applicants can be accepted at anytime. However, the programs should be geared to begin each August/September (at the beginning of the fall semester)."

"Hopefully a system of qualified managers will evolve inherently its support group. Liaison managers and others all share in the quality of the program and its success."

"The purpose of this program is to increase the level of middle management. I would tee up a qualified person at anytime."

“Monitoring is not necessary and cumbersome. All candidates are graduates and in the workforce. If either group does not like it, then out.”

“The agreement between the club and the applicant should not be misleading as to be a contract of current or future employment.”

“There are some already good intern or management trainee programs established individually within the club. There seems to be a need for a program which combines classroom and real world experience. Upon graduation then the student has completed the CMO, college degree, and is already a member of CMAA with a reference or a job.”

“Club manager should monitor program and students based on reactions of fellow employees and members.”

Part IV: Program Competencies/Tasks

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. Food & Beverage | 20 | 14 | 7 | 9 | 6 | 4 | 0 | 0 | 0 | 0 | 0 |
| Ethics/ Values | 12 | 8 | 7 | 7 | 7 | 5 | 7 | 4 | 0 | 2 | 1 |
| Marketing | 3 | 2 | 4 | 3 | 6 | 8 | 7 | 10 | 5 | 8 | 4 |
| Human Resources | 7 | 5 | 12 | 12 | 14 | 5 | 4 | 0 | 1 | 0 | 0 |
| General Management | 11 | 12 | 7 | 3 | 3 | 4 | 3 | 4 | 5 | 3 | 5 |
| Sports/ Recreation | 0 | 0 | 1 | 1 | 3 | 6 | 8 | 9 | 7 | 9 | 16 |
| Maint./ Engineering | 0 | 0 | 5 | 2 | 5 | 6 | 11 | 13 | 9 | 7 | 2 |
| Housekeeping | 0 | 1 | 2 | 3 | 2 | 9 | 8 | 10 | 15 | 6 | 4 |
| Security | 0 | 0 | 2 | 0 | 0 | 3 | 2 | 5 | 11 | 15 | 22 |
| Financial | 9 | 10 | 13 | 10 | 7 | 5 | 4 | 2 | 0 | 0 | 0 |
| Membership | 3 | 7 | 3 | 9 | 6 | 5 | 5 | 4 | 6 | 9 | 3 |

Please list all other areas that should be considered:

“Ethics and values are somewhat inherent and therefore are difficult to teach. However, that does not mean I place less importance on this issue. I feel that they can make or break a manager to be. I found all of these to important. Leaving any out would be wrong. Maintenance/Engineering and Housekeeping could be condensed.”

“Professional image, legal issues, leadership skills, social graces.”

“Be sure Human Resources includes learning to work with both employees and board/committee members.”

“Have a guidebook for trainee to follow (actual training, guidelines, homework, weekly Q&A from monitor and amount of time intern will train in each area).”

“Activity planning and government regulations.”

“Renovation and construction and golf course management.”

“Crisis management, club politics, and computer skills.”

“Community involvement, quality service, and cost control.”

“Golf course operations (Tournaments), Board/Committees structures - natures - dealings, delegation.”

“Commitment to CMAA on both a national and local level.”

“Communication and people skills, time management, and personal growth.”

“You may want to break down food and beverage to food, beverage and service.”

“Computer skills - word processing, DOS; accounting; communication skills - written and verbal.”

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 20 | 32 | 2 | 5 |
| Write an article for the club's newsletter | 21 | 30 | 6 | 3 |
| Make a presentation at a committee meeting | 33 | 20 | 3 | 5 |
| Organize and plan a club event | 44 | 16 | 1 | 0 |
| Take and record the Food and Beverage inventory | 35 | 22 | 3 | 1 |
| Suggest energy conservation techniques to reduce demand rate | 11 | 31 | 15 | 3 |
| Accept a project from management and prepare a report to implement | 36 | 22 | 3 | 0 |
| Develop a theme or ethnic party menu | 17 | 40 | 3 | 1 |
| Book and run a wedding | 29 | 29 | 2 | 1 |
| Write 3 memos to get points across | 27 | 24 | 7 | 3 |
| Conduct at least 4 staff training sessions | 38 | 21 | 1 | 1 |
| Conduct a safety audit within the club | 20 | 29 | 10 | 2 |
| Work with managers on the club's annual budget | 42 | 17 | 1 | 1 |
| Learn to read and understand club's financial statement | 49 | 12 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 11 | 32 | 17 | 1 |
| Conduct at least 3 party meetings | 16 | 37 | 6 | 2 |
| Work a la carte cooking stations | 13 | 23 | 18 | 7 |
| Expedite food orders on busy nights | 23 | 32 | 4 | 2 |
| Interview 3 candidates for employment | 32 | 28 | 1 | 0 |
| Review renovation or building project organization with manager | 13 | 30 | 14 | 3 |

Please list all other tasks that should be considered:

Scheduling of staff- minimal of 10 times
 Work on revisions to employee manual
 Training and understanding of computer systems if applicable
 Report on different types of sports/recreational functions (i.e., golf events -style & format)
 Understanding of maintenance and operations of all recreational facilities (i.e., grass diseases, pool upkeep)
 Be exposed to workman's compensation
 Be able to execute emergency management procedures
 Confront a guest about rules
 How to settle a conflict in favor of a member
 Mediate an issue between two employees
 Help train new employees
 Handle member complaints

Attend meetings - both committee and board of directors
 Be present during a meeting when an employee has to be terminated/hired
 Perform internal health inspection
 Write/develop product (food) specification
 Conduct a written performance evaluation of a direct report
 Participate in local CMAA meetings
 A complete understanding of the Human Resource Department
 Host or hostess in club grill and dining room
 Receptionist - answer incoming phone calls, log all questions and responses
 Work in pro shops (golf and tennis)
 Supervise swimming pool
 Become familiar with state, federal, and local laws. i.e.- sanitation, labor, etc.

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 14 | 16 | 19 | 9 | 3 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 9 | 31 | 17 | 4 | 0 |
| 35. Participation in local CMAA Chapter should be required | 27 | 30 | 3 | 1 | 0 |
| 36. Extra credit is available by completing homework or outside research | 11 | 26 | 14 | 8 | 2 |
| 37. Attaining a local Sanitation Certificate requirement | 20 | 25 | 11 | 3 | 2 |
| 38. Candidate should be certified in CPR | 17 | 25 | 13 | 2 | 3 |
| 39. Meetings with local fire and police department representatives should be required | 3 | 21 | 23 | 10 | 3 |
| 40. Manager should arrange for candidate to work/observe other club operations | 25 | 29 | 5 | 1 | 0 |
| 41. A computer Lotus course is required | 12 | 22 | 16 | 3 | 6 |

Please include other suggestions for outside education:

"B.M.I. II should be a requirement if it were offered in more regional locations."

"B.M.I. I would be more reasonable. Maybe add the Assistant Managers Conference to the requirements. Also note that some cities do not offer things like the idea offered in question #38."

"Don't limit software knowledge to just Lotus, also include desktop publishing, etc. and make sure that they know the systems that are used within that club environment."

"Attend area meetings of chefs, golf pros, greens superintendents, and controllers."

"Kitchen production course or equivalent at club."

"Offer extra credit for appropriate evening courses at local high schools, community colleges, or universities."

"Outside sources create more dollar expense for the club. #36 should be at the discretion of the club."

"Learn the difference between clubs and private facilities. Visit food service warehouses, wine distributors warehouses. Eat out and observe the difference of public facilities and club. Find the chewing gum and cobwebs at other clubs to learn where to look in your own."

“Attend a National Conference.”

“B.M.I. I should be the requirement.”

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 33 | 23 | 5 | 0 | 1 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 30 | 23 | 5 | 2 | 2 |
| 44. The designation “Certified Assistant Manager” should be earned | 18 | 13 | 8 | 14 | 9 |
| 45. Graduate’s name with a small article should appear in Outlook | 18 | 26 | 13 | 3 | 2 |
| 46. Graduate should be recognized at annual CMAA Conference | 14 | 21 | 15 | 8 | 4 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 13 | 29 | 13 | 4 | 3 |

Other comments on Program Completion:

“Concern: How will people, specifically board members, view the title ‘Certified Assistant Manager’ on review for promotion to club manager?”

“Each club should define if they want to provide additional salary for someone who completed the program.”

“I would be anxious to employ a CMO graduate who studied with guys like you, Chris Borders, John Jordan and other ‘giants’ in our industry. Somehow, if this program is to be successful, there must be tangible benefits to the graduate.”

“#47 not necessary and unfair to all other CMAA members. The recognition achieved prior to that should serve the purpose.”

Part VII: Program Particulars

| | <u>Yes</u> | <u>No</u> |
|--|----------------|-----------|
| 48. As a club manager would you introduce this program in your club? | 51 | 5 |
| As a faculty advisor, would you promote this program in your school? | Not Applicable | |
| 49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?) | | |
| “Learning how to supervise employees and training” | | |
| “My internship and club management class” | | |
| “Learning to organize, handle, and manage dozens of different projects, time schedules, and responsibilities all at the same time while not losing focus on the job immediately in front of me.” | | |
| “Dealing with successful members and meeting their needs.” | | |
| “The financial aspects of the club.” | | |
| “My university put me through each/every department including dishwasher, shoe shine, green mover, accounting, etc. for 8 months, hands on.” | | |
| “Realizing that I had the potential but needed the guidance of a successful and knowledgeable mentor. I knew that I was very intelligent, but needed the model!” | | |
| “Hands on - daily operations and free exchange of ideas with other managers.” | | |
| “Crisis management by far.” | | |
| “The manager at the first 2 clubs provided support assistance and guidance the first 4 years.” | | |
| “The knowledge gained from one’s peers. To analyze each situation and always ask ‘What if’ and then come up with different solutions and ideas to solve problems or come up with better ways of doing what you have observed.” | | |
| “Learning to deal with membership versus customers and learning to work with board and committees.” | | |
| “Extensive volume, high quality, food and beverage training and member relations training.” | | |
| “Learning the ‘ins and outs’ of the club’s finances and budgets.” | | |
| “Running my first club was truly an education. Experience is the best teacher.” | | |
| “Working for a qualified, experienced manager.” | | |
| “Committee and board interaction.” | | |
| “I had plenty of academic learning but no practical experience so I had to learn the practical aspects on the job. M.S.U. should have done a better job of teaching ‘how to manage people.’” | | |

“Because I was an adult learner, when I graduated, I had a lot of experience. Within 5 months of being hired as Food and Beverage Director, the GM was fired and I replaced him. I have been GM since, and most of what I have learned has been on my own.”

“Working experience in restaurants. Local club manager’s association participation with meetings and workshops plus networking with other managers.”

“Working in the food service business as a cook, dishwasher, waiter and supervisor.”

“Get in and work with the staff - Get your hands dirty.”

“Learning to run a club like a business.”

“The challenge of actually being the employee who signs the paycheck and has to be prepared to counsel or terminate an employee.”

“Hand on experience. Working different departments (My father was a club manager and I started working when I was thirteen).”

“The idea that long hours and hard work are rewarded in a plan coming together; taking an event from idea through fruition.”

“The financial aspects of the club were the most important aspects I’ve had to deal with.”

“Working in training program through all club departments. Hands on experience plus personal and professional guidance from an experienced and interested professional club manager.”

“Long hours and hands on learning.”

“Hands on experience learning under a 20 year industry veteran without the need for a structured program and fancy (ego building) title ‘bona fide’ assistant manager.”

“Monthly budget/financial statement reviews with boss.”

“Numbers - accounting, finance and forecasting.”

“As a student working 1/2 summer in kitchen and 1/2 summer in beverage department.”

“Hands on experience in all areas of club.”

“An internship/assistant manager summer job at Bywnwood Country Club 1976.”

“Working internship at three clubs. Working in all facets of club operation.”

“Writing articles for the club newsletter.”

“Have mentors who were strong managers - Gunter Weihe, Kim Saal, Jim Brewer.”

“Working for a quality club, large and diverse enough to help me build a strong foundation.”

“Difficulty in obtaining confidence in what I was doing because there was no training program, B.M.I. etc. The candidate needs something on day 1.”

“Talking to employees about human resources and their needs as employees.”

“The intern programs Joan Brecunier put me through were by far the best learning experience I had during college. I was upset that the one club operations class offered was taught from outdated text and by rookie teachers (club managers) and not trained faculty. Unfortunately, there was no bridge between the two like you are offering. Example: In finance class your assignment was to research membership initiation fees in your ‘club’ and how they impacted the club finances over the last three years and what the projects are for next year. Are there any trends positive/negative. Are they dedicated to capital projects and if so, what projects were accomplished, etc. Now you have club and college working together and college considering special accounting practices of clubs.”

“Learning to manage people and understanding the financial statements.”

“The expectations of quality are higher in clubs - also that we are not in the food and beverage business - we are in the member satisfaction business.”

“Working with board of directors and committees the first year.”

“First job was as assistant manager - in way over my head. Learned in small club what to do and what not to do from GM.”

“The duties and tasks given to me during my internship program at school. I had a great mentor.”

“When I was with Marriot Corp., my initial 4 months of training was a program similar to this. Extremely helpful and beneficial.”

“Students are prepared for entry-level supervisory/mgmt. positions with potential for advancement through real world experience and continuing education.”

“Working in the industry getting ‘hands on’ experience.”

“Dealing with people (personalities) - Details etc.; Cost Control; Controlling Expenses.”

“As an assistant manager, realizing how much more I needed to learn about clubs, their members and operations. Accepting all new responsibilities as a challenge.”

“The hands on day to day operations of the club. Being able to have a ‘nose’ in many areas really helped.”

“Board Meetings & House Committee meetings were both eye openers the first time around. Especially involving renovation plans.”

“Learning the ropes from my manager.”

50. What advice do you have for a student aspiring for an Assistant Manager position in a club?

“To work at a couple of clubs before becoming a manager.”

“Work Hard... Period!”

“Take more accounting, most HRM programs are weak in that area. Get into the trenches. I’ve never known a good General who wasn’t a good foot soldier.”

“Combine entry level experience with a Hospitality degree along with a Supervisory Internship at a private club.”

“Work hard, be honest.”

“Have as good an academic record as possible, assume as many leadership experiences as possible, and get experience, experience, experience.”

“Intern during summer and work at a club during a semester.”

“Learn all you can about leadership, delegating, problem solving in general, and in a specific club environment search for a mentor.”

“Ground level hands on experience - waiter, cook, bartender, etc.”

“Don’t be afraid to get your hands dirty. There’s no experience like hands on experience.”

“Put in long hours and absorb everything you can. Be strong in 1 or 2 areas, but be competent in front of the house areas outside of food and beverage.”

“Understand that your educational background is, in many cases, theory. The application of this knowledge can be quite different in real life.”

“Start now! Work at a club for someone who cares about students and learning. Get as much experience as possible while in school. Belong to CMAA. Participate in all local, state, and National activities. Build a network early and start acting like a professional.”

“Work hard and never give up. Don’t get frustrated. Always be organized and have a plan.”

“Flexibility, eagerness to work in all areas, leave your ego at home, patience, choose a mentor to help your career. Finally, don’t work at just any club - be discriminating!”

“Work for a quality factory, one that is run by a quality GM.”

“Upon graduation work in every operational position in a club before stepping into a management position.”

“Learn to read, think analytically, write well and speak effectively.”

“Start out possibly as food and beverage manager. Work into levels of management without hurrying.”

“Get experience in the field during college summers to see if you really like this type of work.”

“Work whenever and wherever possible at a club.”

“Work in one first...do something like you are proposing. I did an internship for 3 months, you need at least 1 year.”

“Insist on taking the hard jobs, get your hands dirty.”

“Learn the beginning aspects of the club as well as others.”

“Get a job, any job in a club without expectations of walking into a management position.”

“Listen and watch.”

“Hard work, long hours, and personal dedication will pay off in the end. Have patience! Refine your skills before moving on. Learn to assume not just accept responsibility.”

“Even the smallest most insignificant seeming job has an opportunity. Look for learning in everything you do!”

“Working in a country club is the best experience. Learning finance, food and beverage is good, but you have to learn the many nuances of country club life.”

“Know that you don’t know enough and be willing to learn.”

“Understand the membership issues and how the financials work.”

“Go to chapter meeting and network.”

“Work in the field in any position and move around the various positions as they become available.”

“You must be committed to club management and the demanding nature of the club industry.

You must be focused on your career and constantly improving your knowledge of your industry.”

“Intern as many summers as possible. Get into different facets each time.”

“Try to gain as much practical experience as possible. A co-op situation would be ideal.”

“During schooling/college be sure to have a job in a club. Hands on experience coupled with academics a must.”

“Work experience. Good interpersonal relations. Experience different dining establishments.”

“Work as much as possible in clubs while attending school. Ask lots of questions and get involved. Offer your services as much as possible and experience as much as you can.”

“Focus on management style. It is very difficult to teach someone how to manage people. I think personality is 90% of the battle.”

“Don’t get married right away. Learn to hold patience dear to your career. Have fun.”

“Get the most experience you can, not just a degree.”

“Be enthusiastic and inquisitive. Be strongly service oriented. Learn from every experience. Be willing to do any job. Be a leader.”

“Keep your mind open, listen, observe, ask questions. Don’t be afraid to say I don’t understand, could you explain it again?”

“Get involved in a club in other positions (waiter, bartender, cook, intern, etc.) Attend local CMAA meetings (network). Be active in college and CMAA.”

“If you truly believe in customer service, and practice it daily, you will fall in love with the job.”

“Gain experience while interning, take more personnel courses, be fluent with A.P.C. Do not expect a secretary will do your clerical work.”

“Shut up, listen and learn! Then speak up and never forget where you began! Never say ‘My Club’ and always remember who pays your salary. And when you arrive, be prepared to give away your expertise.”

“Hours that are realistic up front - not a fairy tale - lead people by example - do not expect to be a member or have those privileges - ‘paying your dues’ is not an overnight experience.”

“‘Put in your time’ and reap the benefits!”

“Take any club job that is available to learn about the club environment. You will know if this is the right opportunity for you.”

“Always remember the member when making decisions.”

“Be involved in Student Chapters and network with managers. In the club business, ‘contacts’ can really help a student to find that first job.”

51. Additional comments.

“I think the project you are putting together was extremely necessary and long overdue. I applaud your effort.”

“Outstanding concept!”

“When I think how far we have come from awarding CCM to earning CCM to MCM and how one more notch which takes our profession a step higher - I am amazed! This can only enhance the image and professionalism of being a club executive.”

“You are on the right track. What is CMAA prepared to do to support this? It could require a full time administrator?”

“Family first - Happy club managers make good club managers!”

“I feel clubs are in desperate need for a structured program like this. Most clubs are too busy to initiate a program like this on their own. Most incoming students receiving an entry-level position have to learn by experiencing all the different aspects of the business. From my own experience, if I didn’t acquire a lot of the knowledge on my own, I would probably still be managing a single department. Again, I think most managers are too preoccupied to educate his assistant or assistants on a day to day basis. The CMO Program would be an excellent tool for managers.”

“Very good survey.”

“What a great idea!”

“This is a great program.”

“Great idea, would like to discuss further at conference.”

“Excellent concept - Needed Now!”

"This is a great idea!!!"

"This is a fantastic idea. One that has been desperately needed for a long time. I hope this gets implemented. Good luck!!"

"Great idea. I'd look into what other hospitality industries use as far as internships and model program with other successful programs."

"A program like this would have been very helpful to me starting out. Importantly, I would look to a program like this when one of my assistants 'moves on'! Great idea!"

"My toughest struggle is to convince club boards/committees (who are all volunteers) that they should trust the paid professional. They are reluctant to do that because the previous manager lied, stole and cheated them. How do we teach kids to be successful given that scenario? Good luck!"

"I would be happy to assist with information and time to possibly set up if decided upon. Nick Sidorkis Southern Hills C.C. General Manager (918) 492-3351."

"Good luck!"

"This is a wonderful program. I will be the Cal BL Liaison Manager in '96. If I can assist in any way, don't hesitate to call."

52. What is your position? - All General or Club Managers

53. Years of club management or teaching experience. 0-5 Yrs. 5-10 Yrs. 10-15 Yrs. 15+ Yrs.
4 14 20 22

54. Are you a Certified Club Manager (CCM)? Yes No
32 28

55. What entity do you represent?

| | |
|------------------------------|----|
| College or University | 0 |
| City Club | 8 |
| Other | 3 |
| Country Club (Golf) | 47 |
| Yacht Club | 2 |

CLUB MANAGER UNDER GENERAL MANAGER

TOTAL = 14

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 6 | 8 | 0 | 0 | 0 |
| 2. HRM students would have interest in the CMO program | 7 | 7 | 0 | 0 | 0 |
| 3. CMO is a good title for this program | 3 | 6 | 4 | 1 | 0 |

Alternative Suggestions include: Certified Assistant Manager (CAM)
 Club Management Development Program
 "The Hospitality Leader"
 Certified Club Internships

| | | | | | |
|--|---|---|---|---|---|
| 4. CMO should take <u>6 months</u> to complete | 0 | 3 | 0 | 6 | 4 |
| 5. CMO should take <u>one year</u> to complete | 4 | 3 | 1 | 3 | 2 |
| 6. CMO should take <u>two years</u> to complete | 2 | 4 | 2 | 4 | 1 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 0 | 3 | 0 | 9 | 2 |
| 8. CMO should be available to club employees with no schooling beyond high school | 0 | 7 | 2 | 4 | 1 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 5 | 7 | 0 | 2 | 0 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 3 | 0 | 2 | 8 | 1 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 2 | 2 | 2 | 7 | 1 |

Other Comments on concept of program:

"The AAC has an Associate Manager Program that takes one year to complete and at the end of one year, the Associate Manager can attend B.M.I. I."

"The program could be available to anyone interested in management. Education (formal) would only add to applicant's knowledge at the time of job application. Everyone (industry) could benefit from this class."

"Graduates who have been active in student chapters of CMAA have an obvious desire to be in the club industry and will probably gain the most from this program."

"I feel all clubs involved in CMAA should be eligible to support CMO program. I could see all H.S. graduates working in clubs able to be in the CMO program."

"We must stress the importance of a Bachelors Degree to enhance the credibility of our profession."

"Good concept - Many clubs are attempting to bridge this gap you speak of, through their own structured internships they offer to students from local or area colleges."

"Program should be open to CMAA Student Chapter members and/or employees without college degrees (program should be more extensive) provided they meet established criteria. Program should take one year with a college degree and two years without."

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 8 | 5 | 0 | 1 | 0 |
| 13. CMO participating clubs should make formal application to participate | 8 | 6 | 0 | 0 | 0 |
| 14. CMO candidates should be required to have some club experience | 0 | 4 | 1 | 9 | 0 |
| 15. CMO candidates should have recommendation of faculty advisor | 0 | 7 | 4 | 3 | 0 |
| 16. CMO candidates should have recommendation of club manager | 1 | 3 | 5 | 5 | 0 |
| 17. CMO candidates should write a 300 word essay on "Why I should be considered for the CMO program" | 3 | 4 | 4 | 3 | 0 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 7 | 6 | 1 | 0 | 0 |

Other comments on Application Process:

"I feel if a student or H.S. Graduate employee is interested, capable, and has desire to pursue management, he/she could apply, write an essay and then be approved/ not approved within 3 months."

"All clubs should be invited to participate provided they meet CMO guidelines."

"I believe the candidate should have some work experience in food and beverage operations. Spending time and effort on someone who is not sure or serious whether F&B will be his career would be a waste of time. This person, in my opinion, would have to start at a basic level (Waiter, Cook, Etc.)."

"This course should be very available to students. Especially to gain interest in the club industry. Open to even business managers."

"Many times interns feel like cheap help. I'm guilty of abusing interns. A signed contract would be good."

"References should include faculty (not limited to advisor) and employers (past or present). Regarding #14, not necessarily club experience, but service / hospitality experience. Also regarding #16, this would exclude too many."

"I believe items #12-17 will associate a value to the program by instituting a detailed procedure and minimum requirements to be considered."

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 2 | 2 | 1 | 8 | 1 |
| 20. Applications for the CMO program should be accepted twice a year | 0 | 5 | 1 | 7 | 1 |
| 21. Applications for the CMO program should be accepted as they are received | 3 | 3 | 3 | 5 | 0 |
| 22. A list of CMO candidates should be available through CMAA | 6 | 8 | 0 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 6 | 7 | 1 | 0 | 0 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 5 | 3 | 3 | 3 | 0 |
| 25. The participating club's manager should sign agreement with CMO candidate | 6 | 8 | 0 | 0 | 0 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 2 | 4 | 2 | 6 | 0 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 6 | 7 | 0 | 1 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 7 | 6 | 0 | 1 | 0 |
| 29. A local chapter support group should monitor program | 3 | 3 | 5 | 3 | 0 |
| 30. Student Liaison Managers should monitor program | 4 | 5 | 3 | 2 | 0 |

Other comments on Program Logistics:

"I feel it should be monitored. Could also be monitored by someone in the local CMAA."

"The less 'red tape' the better off we all are. Make the program as user friendly to a potential candidate as possible to insure we get all potential good candidates - Don't limit program to HRM schools only."

"A standard agreement should be signed by both manager and candidate. A local chapter committee to oversee is a must."

"If a club signs on, I would hope that they would not need much oversight."

"Salary requirements depend on demographics."

"I believe items #27&28 should be monitored internally. If either party falls short, each will have opportunity to contact nationals and report inaccuracies which could jeopardize future participation within this program."

Part IV: Program Competencies/Tasks

| | | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|-----|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. | Food & Beverage | 6 | 3 | 1 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | Ethics/ Values | 2 | 2 | 3 | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 1 |
| | Marketing | 0 | 0 | 0 | 2 | 2 | 2 | 4 | 1 | 0 | 2 | 1 |
| | Human Resources | 3 | 4 | 3 | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 0 |
| | General Management | 2 | 3 | 1 | 2 | 3 | 0 | 0 | 1 | 0 | 1 | 1 |
| | Sports/ Recreation | 0 | 0 | 0 | 1 | 0 | 3 | 0 | 1 | 3 | 4 | 2 |
| | Maint./ Engineering | 0 | 0 | 0 | 0 | 1 | 2 | 4 | 2 | 3 | 1 | 1 |
| | Housekeeping | 0 | 0 | 0 | 1 | 3 | 1 | 1 | 4 | 1 | 3 | 0 |
| | Security | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 4 | 1 | 6 |
| | Financial | 2 | 2 | 3 | 0 | 3 | 2 | 0 | 8 | 0 | 0 | 0 |
| | Membership | 0 | 0 | 2 | 1 | 1 | 1 | 1 | 2 | 3 | 2 | 1 |

Please list all other areas that should be considered:

“Laundry and grounds maintenance.”

“Golf management and greens and grounds/turf management.”

“Time and stress management - Although not an actual working department, I feel this area needs to be addressed. Younger managers are reluctant to work the hours it takes to operate any F&B operation. We must sell our profession as a relatively stress free environment.”

“Ground and greens. Be able to understand the major financial structure of a golf course.”

“Accounting, golf course operations, tennis operations, pool operations.”

“Strong emphasis on interpersonal/communication skills. Teach platform speaking, technical writing, in other words all forms of communication. Also, teach courses in wine knowledge.”

“Staff relations - To include training, scheduling and coaching skills. This is an area that has been quite ‘eye opening’ for me - something we didn’t cover much in school that I use everyday.”

“Human rights law; union relations (depends on club); liquor laws; culinary; wine appreciation; purchasing.”

“Computers.”

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 8 | 5 | 1 | 0 |
| Write an article for the club’s newsletter | 6 | 5 | 1 | 2 |
| Make a presentation at a committee meeting | 9 | 2 | 2 | 1 |
| Organize and plan a club event | 9 | 5 | 0 | 0 |
| Take and record the Food and Beverage inventory | 8 | 6 | 0 | 0 |
| Suggest energy conservation techniques to reduce demand rate | 2 | 7 | 2 | 3 |
| Accept a project from management and prepare a report to implement | 7 | 5 | 2 | 0 |
| Develop a theme or ethnic party menu | 7 | 6 | 1 | 0 |
| Book and run a wedding | 7 | 6 | 1 | 0 |
| Write 3 memos to get points across | 6 | 7 | 1 | 0 |

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|---|----------|----------|----------|----------|
| Conduct at least 4 staff training sessions | 9 | 5 | 0 | 0 |
| Conduct a safety audit within the club | 4 | 9 | 1 | 0 |
| Work with managers on the club's annual budget | 9 | 4 | 1 | 0 |
| Learn to read and understand club's financial statement | 10 | 4 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 7 | 7 | 0 | 0 |
| Conduct at least 3 party meetings | 9 | 4 | 1 | 0 |
| Work a la carte cooking stations | 5 | 7 | 1 | 1 |
| Expedite food orders on busy nights | 6 | 7 | 1 | 0 |
| Interview 3 candidates for employment | 9 | 5 | 0 | 0 |
| Review renovation or building project organization with manager | 3 | 8 | 1 | 2 |

Please list all other tasks that should be considered:

Work specific hours in each department of the club, and complete questions on each department
 Work with F&B purchasing agent to understand principles of purchasing, par stock, pricing, etc.
 Computer literacy on club's computer system
 Motivating a staff, teamwork, leadership (Validation for each task performed).
 Wine Knowledge - All varieties, wine market, how to assemble a wine list, how to train service staff in wine service and basic knowledge
 Write a staff schedule - figure labor costs
 For party planning, also require decorations, music, table design, etc.
 Attend weekly manager meetings
 Perform housekeeping and maintenance check of facility

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 3 | 7 | 1 | 2 | 1 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 1 | 6 | 4 | 3 | 0 |
| 35. Participation in local CMAA Chapter should be required | 7 | 7 | 0 | 0 | 0 |
| 36. Extra credit is available by completing homework or outside research | 2 | 3 | 6 | 3 | 0 |
| 37. Attaining a local Sanitation Certificate requirement | 6 | 4 | 3 | 1 | 0 |
| 38. Candidate should be certified in CPR | 5 | 7 | 2 | 0 | 0 |
| 39. Meetings with local fire and police department representatives should be required | 0 | 6 | 5 | 3 | 0 |
| 40. Manager should arrange for candidate to work/observe other club operations | 4 | 8 | 1 | 1 | 0 |
| 41. A computer Lotus course is required | 4 | 3 | 4 | 3 | 0 |

Please include other suggestions for outside education:

"Offer general computer course - not a specific one as all clubs use different software and hardware. A course on Clubnet might be good too."

"CMAA magazine. Club trends reports from PKF."

“Too much outside curriculum. What will be most valuable will be the day to day operations of the club. During this program, the student will determine whether or not the club field is of interest. Although all of the above would greatly enhance knowledge, it strays from the main objective. These are curricula which would be best administered after graduating or being hired.”

“B.M.I. I would be fine for completion of program. Should not require them to be members of CMAA until they complete program, but should attend a couple chapter meetings and assistant manager meetings.”

“Wines, wines and food.”

“I believe the CMO program and Local CMAA would keep one quite busy. If student is still in college, items #37-39 may already be achieved. Practical hands-on experience and exposure to all facets of club management is the best teacher.”

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 9 | 5 | 0 | 0 | 0 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 8 | 4 | 1 | 1 | 0 |
| 44. The designation “Certified Assistant Manager” should be earned | 4 | 4 | 3 | 2 | 1 |
| 45. Graduate’s name with a small article should appear in Outlook | 2 | 7 | 4 | 1 | 0 |
| 46. Graduate should be recognized at annual CMAA Conference | 1 | 4 | 5 | 3 | 1 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 1 | 11 | 1 | 1 | 0 |

Other comments on Program Completion:

“Make a separate CMO publication too.”

“I feel this should be recognized in the local chapter, but not national.”

“It would be hard to establish a Certified Assistant Manager designation unless there is strict enforcement of the set guidelines set forth for this program.”

“#46 - Hopefully there would be so many this may be inconvenient. #47 - Most candidates at this level are unable to attend the Annual Conference, possibly the Assistant Managers Conference would be a better choice.”

“Isn’t the title in #44 given to all who are currently club managers but not CCMs yet automatically?”

Part VII: Program Particulars

- | | <u>Yes</u> | <u>No</u> |
|---|----------------|-----------|
| 48. As a club manager would you introduce this program in your club? | 14 | 0 |
| As a faculty advisor, would you promote this program in your school? | Not Applicable | |
| 49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?) | | |
| “Motivating employees - I have found a serious lack of work ethic. It is quite frustrating.” | | |
| “Learning to deal with all of the different personalities from both staff and members. If you can master this, you can master anything.” | | |
| “To go through my intern program with a club in South Florida (Riviera C.C.). I hit a good portion of all facets of the club.” | | |
| “Learning how to effectively communicate with everyone I come in contact with (ranging from a Spanish speaking busboy to the CEO of a major corporation). Learning ‘back of the house’ or ‘cooking’ skills is also very important.” | | |
| “Summer internship at Scioto C.C.” | | |
| “Be thoroughly prepared and ready for the unexpected.” | | |
| “My financial background of accounting and finance has been very helpful. On the job, my human resources have greatly improved.” | | |
| “The ability to plan and then the ability to change your plans.” | | |
| “Hands on training.” | | |
| “4 years working under Mead Grady at the Commerce Club, terrific learning experience.” | | |
| “Human resource skills. Can’t teach in school. I am waiting for the financial training necessary for GM status.” | | |
| “I am fortunate to have had Ed Drew CCM as my first boss when I was a hospitality student. By observing the way he and other significant club managers interact with people (staff at all levels, members, vendors) has proven an invaluable learning experience. Communication skills, psychology, organizational behavior - Call it what you will!” | | |
| “Several internships beginning in my freshman year. Involvement in U of H Student Chapter. Mentors, learn from the best.” | | |
| “Running small member functions or private parties by yourself.” | | |

50. What advice do you have for a student aspiring for an Assistant Manager position in a club?

“Stay open minded to employees’ needs without allowing yourself to be railroaded. You move through the ranks deciding how you would manage, but you can’t know until you get there. Stay positive!”

“Be sure you work in as many positions and departments before becoming a manager with a lot of responsibility. Then you may not have the time.”

“Anticipate the diversification of the skills you will need. Jack of all trades.”

“Learn to listen to the hourly employees. They have a wealth of knowledge.”

“Keep an open mind and be flexible.”

“Spend a couple of years working for clubs before graduation. Try and get a feeling whether you like the atmosphere and demands. The more exposure they have, the better understanding they will develop.”

“Gain as much work experience while you are in school.”

“Get as much experience in the hospitality industry as possible during college. Learn how to cook and understand food. Learn about wine if possible.”

“To be patient because it takes some time to respond from clubs on open positions.”

“Gain experience in the F&B industry as a student (at least 2 years total as a cook and a waiter). Upon graduation, you will have a good insight of what it takes to manage a F&B operation.”

“Rise to the occasion.”

“Practical experience is key to being hired as an assistant manager fresh out of college. Become an officer in student chapter and get involved and rub elbows with guys like Bill Schulz.”

“Take any position in a club where the manager supports your goals. The right manager will recognize your potential and invest in your success. Prove yourself!! Exceed what is expected of you.”

“Get as much food and beverage experience, club or otherwise, as possible.”

51. Additional comments.

“I think this is a great idea and look forward to its development.”

“I think this program would be very helpful to all students and assistant managers.”

“Would this program be more hands on or additional classroom lecture? I would suggest hands on. An opportunity for a managers’ internship! Heavy duty.”

“You have to genuinely and sincerely like people and want to please them. This is so basic but holds the foundation of what will make a successful club manager.”

“These students will cost the club time and money. There has to be a benefit to the club which will justify these costs. We rely on interns to fill seasonal spots and give them opportunity to set other learning objectives based on prior experience. I have enclosed a copy of our intern program for your reference. It is getting more difficult each year to find dedicated students willing to put in the time required to get exposure such as this. Best of luck in pursuit of your MCM. If I can assist you in anyway with the development of future programs such as this, you can count on me. Sincerely, Nick Smith B.C.C.”

52. What is your position? - All Club Mangers under General Manager

53. Years of club management or teaching experience. 0-5 Yrs. 5-10 Yrs. 10-15 Yrs. 15+ Yrs.
8 3 2 0

54. Are you a Certified Club Manager (CCM)? Yes No
2 11

55. What entity do you represent?

| | |
|------------------------------|---|
| College or University | 0 |
| City Club | 3 |
| Other | 0 |
| Country Club (Golf) | 9 |
| Yacht Club | 1 |

ASSISTANT MANAGER

TOTAL = 28

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 16 | 11 | 1 | 0 | 0 |
| 2. HRM students would have interest in the CMO program | 12 | 15 | 0 | 1 | 0 |
| 3. CMO is a good title for this program | 10 | 8 | 8 | 2 | 0 |

Alternative Suggestions include: Club Management Enrichment
Specialization in Club Management
Assistant Manager Program
Mid-Management Club Opportunities Development

| | | | | | |
|--|---|----|---|----|----|
| 4. CMO should take <u>6 months</u> to complete | 8 | 3 | 2 | 5 | 10 |
| 5. CMO should take <u>one year</u> to complete | 5 | 10 | 3 | 6 | 4 |
| 6. CMO should take <u>two years</u> to complete | 7 | 1 | 1 | 10 | 9 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 0 | 8 | 4 | 8 | 7 |
| 8. CMO should be available to club employees with no schooling beyond high school | 1 | 10 | 5 | 7 | 5 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 5 | 12 | 3 | 6 | 1 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 9 | 8 | 1 | 8 | 2 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 7 | 10 | 1 | 8 | 2 |

Other Comments on concept of program:

"For large clubs - CMO should be longer because of the vast amount of information. Gearing program to different size level clubs should determine length of program."

"Length of training may depend on size and amenities of particular clubs."

"Is this program administered in schools or at clubs? And how is work experience factored in? Who pays the costs for training - CMAA? Student? Club?"

"Should be available to all interested students. Possibly pre-test or prerequisite to eliminate lesser committed people."

"It should be open to anyone wanting to become part of management."

"Even though I marked what I did - I do have mixed emotions of what schooling/experience should be required. Either route should contain an ultimate goal of club management retention."

"CMO should also be available to club employees such as dining room managers, maitre d'hotels, banquet managers, etc. Many of whom may be HRM graduates gaining experience to move into assistant management positions."

"In reference to #11, students would have to have graduated prior to beginning this program, thus they would need to become provisional members of CMAA."

"It is a great field, but hard to get a start in it."

"If the program is to be sanctioned by CMAA, it should be a requirement for the student to be a member of CMAA."

"I think this is a genius idea! It should be available primarily to CMAA student members and then tiered for other four year degrees and thus no college degrees and so on. Similar to CMAA's requirements for CCM qualifications."

"I would like to see our chosen profession reach an accredited status, i.e., accounting CPA. This process can be established through education at the university level which is where the CMO program should in my opinion be targeted."

"On points 4 and 5 I would like to see a 1 year program plus 1 year work experience. On point 11, we have had several HRM students at Auburn change over to CMAA through working situations."

"The length of time needed to complete the program is a tough question to answer. It really depends on the stipulations put on the experience and schooling of the individuals allowed to participate."

"For those individuals who don't have experience, increase the training duration from 6 months to 1 year."

"I think this program is a very good idea. I am an Assistant Manager and still feel like I don't know as much as I should. I think a lot of that has to do with my age (24) and I do feel that young managers have a lot to offer as well as an eager mind willing to learn."

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 19 | 8 | 0 | 1 | 0 |
| 13. CMO participating clubs should make formal application to participate | 13 | 10 | 5 | 0 | 0 |
| 14. CMO candidates should be required to have some club experience | 8 | 8 | 7 | 5 | 0 |
| 15. CMO candidates should have recommendation of faculty advisor | 8 | 15 | 2 | 3 | 0 |
| 16. CMO candidates should have recommendation of club manager | 8 | 7 | 9 | 4 | 0 |
| 17. CMO candidates should write a 300 word essay on "Why I should be considered for the CMO program" | 6 | 5 | 9 | 5 | 2 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 15 | 10 | 1 | 0 | 1 |

Other comments on Application Process:

"While you want students to be committed to the program, it is difficult to draw students to this sector of the industry because it's not well known. Making the process difficult may scare students away."

"If this is to be endorsed by CMAA it should require specifications for enrollment and participation just as B.M.I. programs and CCM, MCM, programs do."

"If this is a funded program, applicants should be asked to contribute some sort of club related essay... not a 'why I should be...'"

"A recommendation should be necessary; however, the candidate should have the option of a club manager or faculty advisor. However, it should be from someone in the club industry."

"It will be equally important to have solid commitment, not only from the participating clubs and managers. May want to address what will happen to the student should the participating manager leave the club during the program."

"Basically the program should be open to any qualified applicant who shows interest."

"Many times, students aren't sure of what direction they want to take their HRM degree until later in their curriculum. Students should not be denied entrance into the program due to lack of club experience. I think on the flip side, we should welcome them into the program so that we might be able to install genuine club interest to the student."

"I'm not to sure about the essay! Maybe a proper resume and cover letter written for the purpose of CMO application. Also the application may include some essay questions."

"Application could have references to support character."

"Point #17 - Possibly up to a 300 word essay."

"#16 not necessary. #17 - They should write an essay of why they want to be in this business. 'Why should I be considered' question is usually answered in the cover letter."

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 3 | 3 | 5 | 13 | 4 |
| 20. Applications for the CMO program should be accepted twice a year | 4 | 11 | 5 | 4 | 4 |
| 21. Applications for the CMO program should be accepted as they are received | 5 | 9 | 3 | 7 | 4 |
| 22. A list of CMO candidates should be available through CMAA | 11 | 14 | 3 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 13 | 11 | 4 | 0 | 0 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 4 | 14 | 5 | 3 | 2 |
| 25. The participating club's manager should sign agreement with CMO candidate | 9 | 13 | 6 | 0 | 0 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 2 | 9 | 5 | 7 | 5 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 13 | 12 | 1 | 1 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 16 | 9 | 2 | 0 | 0 |
| 29. A local chapter support group should monitor program | 5 | 7 | 12 | 1 | 2 |
| 30. Student Liaison Managers should monitor program | 5 | 8 | 10 | 3 | 1 |

Other comments on Program Logistics:

"If student is still in school, the activity should be monitored by school also."

"On point 20 - Feel that once a year is sufficient. On point 21 - Applications should be accepted on individual not as they are accepted."

"CMAA, at some level, should place candidates. CMAA should form a tie with universities to joint responsibility of the program and fund it equally."

"Someone or some group should monitor the progress on both ends. That someone, however, ought to be involved and well trained on how and what to monitor. May try an evaluation form (structured) for periodical inspections to be reported to a national committee."

"Because of the various sizes of universities and clubs, I do not feel that a minimum salary should be published, due to the fact that smaller clubs might not be able to meet that sum. Also I do not feel the president of the club should be involved in this process.. The president has many other things he is involved with."

"Close guidelines and good supervision from a CMAA body is crucial."

"In regards to #19, 20, 21 I feel depending on when each club wants to bring people on board should have direct impact on frequency of accepting applications (i.e., clubs in N.E. South and West may all want to start candidates at different times). Or maybe a requirement should be everyone starts at the beginning of the summer."

"A commitment signed is a good idea - however, it should not supersede regular club policies - employment at will, etc. Also a support group would have a better chance of proper monitoring than the individual liaison manager, too time consuming if you want them to do it right."

"Regarding #23, are present CMAA members eligible for the same positions as students in this program?"

"The manager of the participating club must have a close relationship with CMO student."

"I know people who were promised training opportunities and did not receive such training."

"Regional chapters should monitor program to increase involvement - maybe elect one person to be monitor."

"I think there should definitely be communication between the CMO 'headquarters' and the participating clubs."

Part IV: Program Competencies/Tasks

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. Food & Beverage | 10 | 6 | 3 | 5 | 1 | 0 | 1 | 0 | 1 | 0 | 0 |
| Ethics/ Values | 6 | 6 | 4 | 3 | 3 | 1 | 2 | 1 | 1 | 0 | 0 |
| Marketing | 0 | 0 | 1 | 2 | 3 | 4 | 5 | 5 | 1 | 1 | 5 |
| Human Resources | 2 | 4 | 4 | 6 | 5 | 3 | 0 | 0 | 1 | 2 | 0 |
| General Management | 5 | 3 | 5 | 3 | 4 | 1 | 3 | 0 | 0 | 0 | 3 |
| Sports/ Recreation | 0 | 0 | 0 | 0 | 1 | 5 | 0 | 7 | 3 | 6 | 5 |
| Maint./ Engineering | 0 | 0 | 1 | 1 | 1 | 2 | 4 | 7 | 5 | 2 | 4 |
| Housekeeping | 0 | 0 | 0 | 1 | 1 | 3 | 3 | 3 | 8 | 6 | 2 |
| Security | 0 | 0 | 0 | 1 | 0 | 2 | 1 | 2 | 3 | 10 | 8 |
| Financial | 2 | 3 | 8 | 2 | 4 | 5 | 2 | 0 | 1 | 0 | 0 |
| Membership | 2 | 4 | 2 | 3 | 4 | 1 | 6 | 2 | 3 | 0 | 0 |

Please list all other areas that should be considered:

"Job search procedures (how to find the best match)."

"Labor laws."

"Human Relations, i.e., how to deal with interior workings of employee politics. Especially with regards to young managers with hospitality degrees dealing with older subordinates without hospitality degrees."

"Computer literacy - is becoming one of the most important competencies."

"Personal development, budget/planning."

"Human resources to include employee relations as I've always said the one thing they didn't teach me in college was 'baby-sitting' - 'adult baby-sitting.'"

"Front desk receptionist, purchasing."

"This is very difficult to assign because each of the above are very important. The reason I chose financial first is because having had the opportunity to receive a great deal of training in this area I have gained a much better understanding of the other areas. Unfortunately, many of my contemporaries have not had this opportunity and I believe it is very important and should be emphasized with assistants more than it currently is."

"Local, state, federal regulations; emergency planning; renovations/remodeling."

"People skills must be the initial priority because of probable age of CMO students. The other skills can be learned later."

"Purchasing."

"Management styles."

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 18 | 7 | 1 | 2 |
| Write an article for the club's newsletter | 11 | 14 | 2 | 1 |
| Make a presentation at a committee meeting | 12 | 14 | 1 | 1 |
| Organize and plan a club event | 23 | 5 | 0 | 0 |
| Take and record the Food and Beverage inventory | 22 | 6 | 0 | 0 |
| Suggest energy conservation techniques to reduce demand rate | 5 | 14 | 6 | 3 |
| Accept a project from management and prepare a report to implement | 17 | 11 | 0 | 0 |
| Develop a theme or ethnic party menu | 9 | 13 | 5 | 1 |
| Book and run a wedding | 16 | 11 | 1 | 0 |
| Write 3 memos to get points across | 12 | 13 | 1 | 2 |
| Conduct at least 4 staff training sessions | 22 | 5 | 1 | 0 |
| Conduct a safety audit within the club | 7 | 13 | 8 | 0 |
| Work with managers on the club's annual budget | 17 | 9 | 0 | 2 |
| Learn to read and understand club's financial statement | 21 | 7 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 11 | 13 | 1 | 3 |
| Conduct at least 3 party meetings | 12 | 13 | 2 | 0 |
| Work a la carte cooking stations | 12 | 10 | 3 | 3 |
| Expedite food orders on busy nights | 18 | 8 | 2 | 0 |
| Interview 3 candidates for employment | 22 | 5 | 0 | 1 |
| Review renovation or building project organization with manager | 7 | 14 | 6 | 1 |

Please list all other tasks that should be considered:

Book member events
 Handle member complaints
 Handle employee complaints
 Delegate tasks to staff
 Follow up on staff projects
 Time management techniques
 Wine training
 Procurement techniques
 Interpersonal skills
 Manual writing
 Developing full training programs
 Analytical skills - be able to understand
 Work in at least 3 different department areas - complete an examination on these experiences
 Computer skills and projects
 Write minutes of a committee or management staff meeting
 Prepare finance (income/expense) report for a club event
 Understanding of basics on recreational sports and facilities
 Familiarity with club's bylaws, rules, and regulations
 Some bartending experience
 Some wine knowledge and tasting proficiency
 Bartend
 Assign the CMO candidate a project - have him finish it from beginning to end
 People skills
 How to train, i.e., train the trainer
 Prize/trophy purchase for tournaments
 Prepare party announcements (marketing)
 Work at club's front desk
 Understand basic bar service
 Writing schedules for employees
 Approving weekly timecards/assisting in payroll

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 7 | 5 | 6 | 4 | 6 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 9 | 13 | 3 | 2 | 1 |
| 35. Participation in local CMAA Chapter should be required | 19 | 8 | 1 | 0 | 0 |
| 36. Extra credit is available by completing homework or outside research | 4 | 8 | 9 | 6 | 1 |
| 37. Attaining a local Sanitation Certificate requirement | 10 | 10 | 5 | 3 | 0 |
| 38. Candidate should be certified in CPR | 12 | 9 | 6 | 1 | 0 |
| 39. Meetings with local fire and police department representatives should be required | 2 | 6 | 11 | 6 | 3 |
| 40. Manager should arrange for candidate to work/observe other club operations | 12 | 13 | 3 | 0 | 0 |
| 41. A computer Lotus course is required | 13 | 12 | 3 | 0 | 0 |

Please include other suggestions for outside education:

"Possibly pool operations."

"B.M.I. I rather than B.M.I. II as a requirement."

"B.M.I. II would be great due to its focus on management skills and human interaction. Outside reading is also very important even though it may feel like a chore. I had outside reading as part of my training at two clubs - very beneficial."

"Suggested reading: The One Minute Manager, Service that Sells, How to Win Friends and Influence People, etc."

"Credits for meetings with other related associations."

"Again with a university tie in this would be inherent to the structure."

"Although Lotus is becoming outdated in many ways, computer literacy and knowledge is crucial."

"Be a certified pool operator, have all beverage requirements fulfilled (TAM), be certified in first aid also."

"Program should be more hands on and less theory. College was all theory, but no practice, this is where a young manager is behind."

"Attend wine tastings, food shows, etc. Attend local chef's meetings. CMAA education seminars. Tours of local food/beverage purveyors operations."

"#42 only if the individual has not already learned Lotus in college."

"An example of extra credit could be to create new ideas to incorporate into their club."

"Word processing, desktop publishing, Internet."

"B.M.I. programs should be kept out of this agenda as a requirement."

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 18 | 7 | 1 | 2 | 0 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 16 | 9 | 3 | 0 | 0 |
| 44. The designation "Certified Assistant Manager" should be earned | 13 | 3 | 3 | 5 | 4 |
| 45. Graduate's name with a small article should appear in Outlook | 10 | 8 | 8 | 2 | 0 |
| 46. Graduate should be recognized at Annual CMAA Conference | 9 | 5 | 10 | 3 | 1 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 10 | 8 | 6 | 2 | 0 |

Other comments on Program Completion:

"CMAA to publish a list of all graduates for review by general membership."

"Don't like 'Certified Assistant Manager' - it takes away from attaining goal of Certified Club Manager."

Part VII: Program Particulars

| | <u>Yes</u> | <u>No</u> |
|---|------------|---------------------|
| 48. As a club manager would you introduce this program in your club? As a faculty advisor, would you promote this program in your school? | 24 | 3 Not Applicable |
| 49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?) | | |
| “I was taught by professors who had previously worked in club management, which helped gain a realistic perspective. “ | | |
| “Rotation through various departments and tasks related to each area of club operations.” | | |
| “Actually being on the job. Convincing a manager that you can handle the job is one thing. There is no substitute for member interaction - no matter what.” | | |
| “Schmoozing actually works.” | | |
| “My first job out of college afforded me the opportunity to rotate throughout the club. I did everything from bartending, waitressing, party planning, cooking, to maintenance.” | | |
| “Difficulty of member politics when dealing with club issues versus a private facility.” | | |
| “Adjusting my communication skills in order to speak differently between member and employee.” | | |
| “Learning to take charge under pressure. As a manager you are expected by employees to know what to do regardless of experience - never let them see you sweat.” | | |
| “The intricate nature of the club membership and what makes a member different from a customer. Also the nature of committees and committee meetings.” | | |
| “Hotel management and restaurant chain experience.” | | |
| “Labor laws and budgets.” | | |
| “Internships and work experiences.” | | |
| “That no matter if one member or 1400 members are utilizing the club facilities at once, it is imperative to ensure that the one member is 100% completely satisfied.” | | |
| “Employee relations. In real life, it is not as sweet and easy as it may sound in most books. Also the importance of networking with club members, committees, and boards as well as fellow CMAA members and members of the community.” | | |
| “Working in a club.” | | |
| “Getting involved in all aspects of the club business; from hiring, training, to decision making, committee relationships to financial analysis.” | | |

“Dealing with the vast majority of people with different values, beliefs, ideals, attitudes that are in the labor pool and working to deal with each one effectively and to get the utmost performance for the club.”

“My internship at the Army Navy Club in D.C. coupled with a strong F&B core knowledge base.”

“People and management skills. Learning to interact with the membership and supervising staff.”

“Students must learn that they are no longer going to be judged by the work that they do, but rather by the performances of their subordinates.”

“All of my experiences were beneficial to my transition. The fact that I had a broad knowledge of the positions held at clubs was what made my transition go so smooth.”

“Spending time with club managers through field trips and guest speakers. Also internships.”

“A mentor relationship with a ‘long time’ club manager.”

“My most significant learning experience was to visit other clubs. College prepares you for a lot, but it can never prepare you for all the experiences you will face in a club.”

50. What advice do you have for a student aspiring for an Assistant Manager position in a club?

“Don’t expect ‘the world’ overnight.”

“Start working in clubs while in college. Study in a hospitality program. Be a member in a student CMAA chapter.”

“To obtain as many positions in a club as possible. I myself held 6 positions as a student intern at 3 clubs. The jobs are there - take advantage!”

“Accept the challenge of working long hours. Ask as many questions as you can, and approach your managers for more responsibilities. This is the only way to truly learn this business.”

“If possible, obtain a summer internship or work in a club. Work in some supervisory positions. Work in various departments of clubs. Look into different types of clubs for the one you want.”

“Gain as much experience as possible, especially in a club environment. Wait tables, bartend, anything that shows ability.”

“Don’t worry about title - it means nothing. Go for the opportunity for exposure and growth. Be with a club that is surrounded by managers you can learn from and develop your own style. Take from the best.”

“Accept a position at a club even if it does not carry the title ‘Assistant Manager.’ Good people in the industry always list the surface and the connections that can be developed will help you get a better job.”

“Prepare yourself for a myriad of challenges, time, life, health, family, disappointments, rewards, but most of all learn all you can and be the best person to everyone you encounter.”

“Get involved. Your student chapter is a treasure. It is your invaluable tunnel/channel to reach the other side. Network with club managers. See what they do, learn from them and do the same. Continue making good first impressions.”

“Network as much as possible! Obtain HRM Alumni from the program head and make as many contacts as possible. Participate and be aggressive in your local CMAA chapter. Attend many functions as possible. Hold office in CMAA.”

“Join CMAA. Work in the field (Wait tables, etc.).”

“To get plenty of work experience.”

“Hands on experience - during college - work as a waiter/golf course help, etc. at private/semi private clubs.”

“Need extensive training/hands on in above areas (Hotel and Restaurant) and clubs.”

“Get your foot in the door with a solid club. (Even if it’s as a waiter.) Watch and learn, everything is important. Eventually work into the position you aspire to have.”

“Learn how to read a financial statement and what the warning signals are. Learn to handle complaints properly.”

“Get out and get lots of experience. Keep trying for position desired.”

“Never under prepare for any member committee.”

“Long hours.”

“To be patient. There are many ‘real life experiences’ that cannot be taught through a book. You have to go through the ropes and will probably not attain an assistant manager’s position right out of school.”

“Are you sure you want to work 70-80 hour weeks with weekends, holidays, etc.”

“Network! with as many people as possible.”

“Get one. They’re out there. Don’t be afraid of job ads that say they require experience. Keep calling people.”

“Be persevering, patient and innovative. Show the club that you work hard.”

“I was very active with student CMAA (treasurer and president). This was the greatest help with transition. Get to the Sr. chapter CMAA meetings and get to know managers and ‘how clubs work.’ Get a job of any type in a club and remember experience and knowledge will greatly pay off in the long run far more than good money up front.”

“They need to have a very open mind and realize that the club industry is a very demanding field. It takes time and patience to ‘get into the groove’ of a club’s operations. There are many challenges that you will face daily and on some days you feel like you’re nothing but a glorified bus person. However, I feel that everyone should be an assistant first, to put that time in on the floor, serving banquets, helping out at the halfway house, etc. because this is how you truly learn about the operations of a club.”

51. Additional comments.

"I think this is an excellent idea. My schooling was a good background and is always a tool for me to use, but the best training and knowledge came from actually working in the industry."

"I think this would be a definite program improvement not only to our organization (CMAA) but also to the industry in general. It has my full support, and Bill you can count on my assistance however I can. Haissam Baityeh - Asst. GM - Myers Park Country Club."

"This is a fantastic idea. I hope it works in real life as well as it does on paper."

"This appears to be a wonderful development concept and one that could be extremely beneficial to the industry in developing managers. Every club is different; therefore, experiences will be different and this must be made clear to the students."

"I have held my current position as an assistant manager at a country club for 2 years now. I am a graduate of Purdue University's (excellent school I might add -JS) Hospitality Program, so I can really relate to this idea. I think it is a wonderful idea. Good luck!"

"Sounds like a good program Bill. This would tie in nicely with the U.W. Stout program as they are trying to put a club management 'minor' program together."

52. What is your position? - All Assistant Managers

53. Years of club management or teaching experience. 0-5 Yrs. 5-10 Yrs. 10-15 Yrs. 15+ Yrs.
17 5 2 0

54. Are you a Certified Club Manager (CCM)? Yes No
0 24

55. What entity do you represent?

| | |
|------------------------------|----|
| College or University | 0 |
| City Club | 2 |
| Other | 0 |
| Country Club (Golf) | 22 |
| Yacht Club | 0 |

FACULTY ADVISOR

TOTAL = 14

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 5 | 7 | 0 | 1 | 1 |
| 2. HRM students have an interest in the CMO program | 7 | 5 | 0 | 1 | 1 |
| 3. CMO is a good title for this program | 3 | 5 | 5 | 1 | 0 |

Alternative Suggestions include: Middle Management Program
Club Management Development Program
CMAA - First Step
Assistant Manager Apprentice Program

| | | | | | |
|--|---|---|---|---|---|
| 4. CMO should take <u>6 months</u> to complete | 4 | 5 | 1 | 2 | 1 |
| 5. CMO should take <u>one year</u> to complete | 3 | 4 | 3 | 2 | 1 |
| 6. CMO should take <u>two years</u> to complete | 1 | 1 | 1 | 2 | 7 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 0 | 3 | 0 | 6 | 5 |
| 8. CMO should be available to club employees with no schooling beyond high school | 1 | 3 | 3 | 2 | 5 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 4 | 7 | 1 | 1 | 1 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 4 | 5 | 0 | 3 | 2 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 4 | 3 | 0 | 5 | 2 |

Other Comments on concept of program:

"Will it be a paid program? Some students have acquired significant experience in private clubs prior to graduation; these particular students may not find such a program desirable. For those that don't have the experience it sounds like a great idea. (Our students have 1600 hours of industry experience.)"

"Since most HRM programs require an internship can this take the same form? Disney internship might be a good program to examine."

"Including groups with no hospitality training should require longer periods. The questionnaire does not reflect the relationship."

"Promote to employees without degree to get one then proceed into CMO."

"Student Chapter affiliation is a good idea-- interest is there--would build more interest--backbone of program and involvement exists--take advantage of this opportunity."

"There are probably 10% to 20% of students in CMAA Student Chapters who are truly committed to clubs."

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 9 | 5 | 0 | 0 | 0 |
| 13. CMO participating clubs should make formal application to participate | 7 | 5 | 2 | 0 | 0 |
| 14. CMO candidates should be required to have some club experience | 2 | 8 | 1 | 2 | 1 |
| 15. CMO candidates should have recommendation of faculty advisor | 4 | 6 | 3 | 1 | 0 |
| 16. CMO candidates should have recommendation of club manager | 3 | 9 | 1 | 1 | 0 |
| 17. CMO candidates should write a 300 word essay on "Why I should be considered for the CMO program" | 3 | 9 | 2 | 0 | 0 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 9 | 4 | 1 | 0 | 0 |

Other comments on Application Process:

"I think writing skills are important for the position, but to restrict or insist on one essay - I'm not sure that will tell you much. A writing component should be part of the application process."

"Sounds like a good process. Do you have an alternative application for non-degreed applicants (only work experience, etc.)?"

"Colleges with hotel/restaurant management programs should align themselves with participating CMO clubs as a pipeline for students who have expressed an interest in private club management. CMAA Student internships, etc."

"In some ways this sounds like an internship program--many schools have established internship programs and contracts with internship sites. Review these examples."

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 0 | 3 | 6 | 2 | 2 |
| 20. Applications for the CMO program should be accepted twice a year | 2 | 5 | 4 | 2 | 1 |
| 21. Applications for the CMO program should be accepted as they are received | 3 | 5 | 1 | 3 | 1 |
| 22. A list of CMO candidates should be available through CMAA | 6 | 7 | 1 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 6 | 7 | 1 | 0 | 0 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 5 | 5 | 1 | 2 | 1 |
| 25. The participating club's manager should sign agreement with CMO candidate | 7 | 6 | 1 | 0 | 0 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 3 | 5 | 4 | 1 | 1 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 6 | 8 | 0 | 0 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 7 | 6 | 1 | 0 | 0 |
| 29. A local chapter support group should monitor program | 4 | 2 | 5 | 1 | 1 |
| 30. Student Liaison Managers should monitor program | 0 | 4 | 6 | 1 | 1 |

Other comments on Program Logistics:

"I would see monitoring by CMAA and the institution. If this is a credit course at a college/university they will insist on monitoring - CMAA national must monitor to ensure the program upholds their reputation."

"A committee of managers interested in this program and a local faculty member from an HRM program should monitor it."

"Student liaison managers are very busy--it may be better to actually work to monitor it through regional supervisory groups."

Part IV: Program Competencies/Tasks

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. Food & Beverage | 4 | 2 | 1 | 1 | 2 | 1 | 0 | 0 | 1 | 0 | 1 |
| Ethics/ Values | 2 | 1 | 2 | 1 | 0 | 2 | 1 | 0 | 1 | 1 | 2 |
| Marketing | 0 | 1 | 0 | 4 | 3 | 2 | 2 | 1 | 0 | 0 | 0 |
| Human Resources | 1 | 4 | 3 | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 0 |
| General Management | 4 | 2 | 2 | 0 | 1 | 0 | 2 | 0 | 1 | 0 | 1 |
| Sports/ Recreation | 0 | 0 | 1 | 1 | 0 | 1 | 3 | 4 | 1 | 1 | 1 |
| Maint./ Engineering | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 7 | 4 | 0 | 0 |
| Housekeeping | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 6 | 4 |
| Security | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 2 | 1 | 5 | 3 |
| Financial | 1 | 1 | 3 | 1 | 4 | 2 | 0 | 0 | 0 | 0 | 1 |
| Membership | 1 | 2 | 1 | 2 | 1 | 3 | 2 | 0 | 1 | 0 | 0 |

Please list all other areas that should be considered:

"Rotation in every department within the club performing every job or direct supervision of individuals in that department."

"Communication skills (written and verbal); dispute resolution skills."

"Nature of club management career; overview of role/functions of CMAA."

"This entirely depends on the club and the amount of preparation that the candidate has."

"Public relations."

"Legal issues; resolution management."

"Functions/Event/Special Event Management; Golf/Specialized Sport Operations; TQM or other Quality Mgmt. Techniques; Stress/Crisis Management; Mgmt/Board Relations."

"Human relations, management styles, leadership vs. management, planning, correcting, praising or coaching."

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 6 | 5 | 2 | 1 |
| Write an article for the club's newsletter | 8 | 3 | 2 | 1 |
| Make a presentation at a committee meeting | 11 | 3 | 0 | 0 |
| Organize and plan a club event | 14 | 0 | 0 | 0 |
| Take and record the Food and Beverage inventory | 10 | 3 | 1 | 0 |
| Suggest energy conservation techniques to reduce demand rate | 3 | 8 | 3 | 0 |
| Accept a project from management and prepare a report to implement | 12 | 2 | 0 | 0 |
| Develop a theme or ethnic party menu | 5 | 9 | 0 | 0 |
| Book and run a wedding | 7 | 7 | 0 | 0 |
| Write 3 memos to get points across | 8 | 5 | 1 | 0 |
| Conduct at least 4 staff training sessions | 10 | 4 | 0 | 0 |
| Conduct a safety audit within the club | 4 | 10 | 0 | 0 |
| Work with managers on the club's annual budget | 12 | 2 | 0 | 0 |
| Learn to read and understand club's financial statement | 13 | 1 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 2 | 8 | 3 | 1 |
| Conduct at least 3 party meetings | 2 | 11 | 1 | 0 |
| Work a la carte cooking stations | 1 | 8 | 4 | 1 |
| Expedite food orders on busy nights | 4 | 7 | 3 | 0 |
| Interview 3 candidates for employment | 9 | 5 | 0 | 0 |
| Review renovation or building project organization with manager | 7 | 5 | 2 | 0 |

Please list all other tasks that should be considered:

Assist in planning golf course maintenance program
Wines
Give a tour to prospective members
Plan an activity to increase membership
Propose a plan of action to increase banquet business
Perform maitre d' duties, banquet manager, grill manager, etc.
Design many sports activities to develop competitiveness in golf, tennis, swimming, and fitness
Anything they will ask their employees to do, they need to be able to do as well
Role play dealing with disgruntled members
Learn methods of memorizing member names
Become aware of key legal and environmental issues in clubs
Work with golf pro/tennis pro
Work as ex-official member on one committee
Menu analysis
Manage/operate/work with independent contractors
Understand sexual harassment
Manage golf/sport operations
Employee assessment/performance appraisal

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 0 | 3 | 7 | 3 | 1 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 3 | 9 | 1 | 1 | 0 |
| 35. Participation in local CMAA Chapter should be required | 11 | 3 | 0 | 0 | 0 |
| 36. Extra credit is available by completing homework or outside research | 1 | 5 | 4 | 3 | 1 |
| 37. Attaining local Sanitation Certificate requirement | 4 | 6 | 4 | 0 | 0 |
| 38. Candidate should be certified in CPR | 4 | 8 | 1 | 1 | 0 |
| 39. Meetings with local fire and police department representatives should be required | 1 | 7 | 6 | 0 | 0 |
| 40. Manager should arrange for candidate to work/observe other club operations | 6 | 8 | 0 | 0 | 0 |
| 41. A computer Lotus course is required | 2 | 3 | 4 | 3 | 1 |

Please include other suggestions for outside education:

“Attendance at CMAA conference and provide evaluation paper. Attendance/working with local Chamber of Commerce. Assisting in one community volunteer effort.”

“Create agendas for mock meetings. Create role playing exercises for training sessions.”

“Computer skills in word processing, spreadsheets, and databases will be displayed in the club experience by providing memos, newsletter articles, budgeting, etc. B.M.I. I or II would be good, but will clubs pay for it?”

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 8 | 5 | 1 | 0 | 0 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 5 | 6 | 3 | 0 | 0 |
| 44. The designation “Certified Assistant Manager” should be earned | 6 | 3 | 3 | 1 | 1 |
| 45. Graduate’s name with a small article should appear in Outlook | 5 | 6 | 2 | 1 | 0 |
| 46. Graduate should be recognized at Annual CMAA Conference | 3 | 7 | 4 | 0 | 0 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 5 | 6 | 3 | 0 | 0 |

Other comments on Program Completion:

No comments were suggested.

Part VII: Program Particulars

- | | <u>Yes</u> | <u>No</u> |
|--|------------|----------------|
| 48. As a club manager would you introduce this program in your club? | | Not Applicable |
| As a faculty advisor, would you promote this program in your school? | 14 | 0 |
| 49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?) | | |
| “Club members are much pickier about any change which occurs compared to other restaurants, hotels, etc.” | | |
| “Interaction with members and food & beverage management.” | | |
| “Students are prepared to deal with a wide range of situations and problems. However, problem solving is more difficult outside the confines of the classroom.” | | |
| “Critical thinking and problem solving.” | | |
| “Combination of coursework and practical experience.” | | |
| “Human relation skills, F&B operations, financial analysis, and automation.” | | |
| “To understand the unique demands and organizational culture in a private club, to become aware of and assimilate the professionalism found in successful clubs.” | | |
| “Frankly, we do not do a good job at this. As a result, we have many students wash out in a year or two.” | | |
| “The time commitment/dealing with members, guests, and employees.” | | |
| “Students are taught the usual courses in a hotel/restaurant curriculum. One course in private club management is usually too limited in nature to cover all the specific areas of private club management.” | | |
| “The different orientation from other hospitality settings, unique legal issues, and the rewards and trials of working in a club setting.” | | |
| 50. What advice do you have for a student aspiring for an Assistant Manager position in a club? | | |
| “Get a degree in HRM. Join student chapter of CMAA and take private club management courses. Get jobs in summers at clubs. Attend all local CMAA meetings to network.” | | |
| “Get lots of experience in all areas of operations.” | | |
| “Begin working for a club immediately. The uniqueness of this field can only be appreciated by working in the industry.” | | |
| “Get plenty of entry-level experiences. Get plenty of public speaking experiences. Develop a good wardrobe. Develop an ability to play a reasonable game of golf.” | | |

"Hands on experience."

"Work in a club - find a good mentor."

"Gain as much experience as possible."

"Be prepared to work hard and smart. The hours maybe long, but can be managed if you plan. You are going to find that you may not really like people as much as you thought you did."

"Gain experience by actually working in a club while in college. Students must see first hand how a club operates."

"Be persistent, go to regional and national meetings."

"Get as much experience as possible at a 'quality club' with quality management--do not be put in a dead end position during summer experiences--try to get as much exposure as possible to all aspects of the club."

"Mentor and give experience. Have meetings once a month with students who work for you and allow them to sit in on management meetings."

51. Additional comments.

"This is a much needed program. I can see this being the primary recruiting tool for clubs in the future. I would support this program 100%."

"I think this is a terrific idea!"

"Bill, this is a great idea. There needs to be a connection between colleges and private clubs so that students can make the step successfully to a career in private clubs."

"This sounds much like many internship programs, but I like the idea of making it more than an internship. An apprenticeship program sound really good."

52. What is your position? - All Faculty Advisors

53. Years of club management or teaching experience. 0-5 Yrs. 5-10 Yrs. 10-15 Yrs. 15+ Yrs.
2 8 1 3

54. Are you a Certified Club Manager (CCM)? Yes No
0 14

55. What entity do you represent?

| | |
|------------------------------|----|
| College or University | 14 |
| City Club | 0 |
| Other | 0 |
| Country Club (Golf) | 0 |
| Yacht Club | 0 |

OTHER
TOTAL = 4

Part I: Concept of Program

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 1. The CMO program is needed in the industry | 4 | 0 | 0 | 0 | 0 |
| 2. HRM students would have interest in the CMO program | 3 | 1 | 0 | 0 | 0 |
| 3. CMO is a good title for this program | 1 | 2 | 1 | 0 | 0 |

Alternative Suggestions include: None suggested

| | | | | | |
|--|---|---|---|---|---|
| 4. CMO should take <u>6 months</u> to complete | 0 | 0 | 0 | 2 | 2 |
| 5. CMO should take <u>one year</u> to complete | 2 | 2 | 0 | 0 | 0 |
| 6. CMO should take <u>two years</u> to complete | 0 | 0 | 2 | 2 | 0 |
| 7. CMO should be available to any individual regardless of schooling or work experience | 0 | 1 | 0 | 1 | 2 |
| 8. CMO should be available to club employees with no schooling beyond high school | 0 | 2 | 1 | 1 | 0 |
| 9. CMO should be limited to students completing associate degrees or four year degrees | 2 | 2 | 0 | 0 | 0 |
| 10. CMO should be limited to students earning bachelors degrees from a four year program | 1 | 1 | 0 | 2 | 0 |
| 11. Only CMAA Student Chapter Members should be eligible to apply for the CMO program | 0 | 1 | 1 | 2 | 0 |

Other Comments on concept of program:

“Have strict guidelines in place before implementing.”

Part II: Application Process

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 12. CMO candidates should make formal application to apply for the program | 3 | 1 | 0 | 0 | 0 |
| 13. CMO participating clubs should make formal application to participate | 2 | 1 | 0 | 1 | 0 |
| 14. CMO candidates should be required to have some club experience | 0 | 3 | 1 | 0 | 0 |
| 15. CMO candidates should have recommendation of faculty advisor | 0 | 3 | 0 | 0 | 1 |
| 16. CMO candidates should have recommendation of club manager | 0 | 2 | 1 | 1 | 0 |
| 17. CMO candidates should write a 300 word essay on “Why I should be considered for the CMO program” | 0 | 2 | 2 | 0 | 0 |
| 18. Managers at participating clubs should be required to sign a contract that they will follow requirements of the program | 2 | 2 | 0 | 0 | 0 |

Other comments on Application Process:

“#15 add also an employer.”

Part III: Program Logistics

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|---|----------|----------|----------|----------|----------|
| 19. Applications for the CMO program should be accepted once a year | 1 | 2 | 0 | 1 | 0 |
| 20. Applications for the CMO program should be accepted twice a year | 1 | 1 | 1 | 1 | 0 |
| 21. Applications for the CMO program should be accepted as they are received | 0 | 1 | 0 | 3 | 0 |
| 22. A list of CMO candidates should be available through CMAA | 2 | 2 | 0 | 0 | 0 |
| 23. Participating clubs should be listed in the Mid-Management Career Opportunities Publication | 2 | 2 | 0 | 0 | 0 |
| 24. A minimum salary scale should be included as part of the club's agreement to participate | 1 | 2 | 1 | 0 | 0 |
| 25. The participating club's manager should sign agreement with CMO candidate | 1 | 3 | 0 | 0 | 0 |
| 26. Both the club's manager and president should sign agreement with CMO candidate | 0 | 2 | 1 | 0 | 1 |
| 27. The CMO program should be monitored to ensure the candidate is following the guidelines | 3 | 1 | 0 | 0 | 0 |
| 28. The CMO program should be monitored to ensure the participating club is following its commitment to the program | 4 | 0 | 0 | 0 | 0 |
| 29. A local chapter support group should monitor program | 0 | 1 | 1 | 1 | 1 |
| 30. Student Liaison Managers should monitor program | 0 | 1 | 0 | 2 | 1 |

Other comments on Program Logistics:

No comments were suggested.

Part IV: Program Competencies/Tasks

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | <u>6</u> | <u>7</u> | <u>8</u> | <u>9</u> | <u>10</u> | <u>11</u> |
|---------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 31. Food & Beverage | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ethics/ Values | 0 | 1 | 0 | 0 | 1 | 0 | 2 | 0 | 0 | 0 | 0 |
| Marketing | 0 | 0 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Human Resources | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| General Management | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| Sports/ Recreation | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 2 |
| Maint./ Engineering | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 1 | 0 | 0 |
| Housekeeping | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 0 | 0 | 0 |
| Security | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 1 |
| Financial | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Membership | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 |

Please list all other areas that should be considered:

No comments were suggested.

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> |
|--|----------|----------|----------|----------|
| 32. Be able to successfully serve a table of eight | 0 | 3 | 0 | 1 |
| Write an article for the club's newsletter | 1 | 1 | 1 | 1 |
| Make a presentation at a committee meeting | 3 | 1 | 0 | 0 |
| Organize and plan a club event | 2 | 2 | 0 | 0 |
| Take and record the Food and Beverage inventory | 2 | 2 | 0 | 0 |
| Suggest energy conservation techniques to reduce demand rate | 0 | 3 | 1 | 0 |
| Accept a project from management and prepare a report to implement | 2 | 2 | 0 | 0 |
| Develop a theme or ethnic party menu | 0 | 3 | 1 | 0 |
| Book and run a wedding | 2 | 1 | 0 | 1 |
| Write 3 memos to get points across | 1 | 1 | 1 | 1 |
| Conduct at least 4 staff training sessions | 3 | 0 | 1 | 0 |
| Conduct a safety audit within the club | 0 | 2 | 1 | 1 |
| Work with managers on the club's annual budget | 2 | 2 | 0 | 0 |
| Learn to read and understand club's financial statement | 3 | 1 | 0 | 0 |
| Skirt a buffet and create a table layout diagram | 0 | 2 | 2 | 0 |
| Conduct at least 3 party meetings | 0 | 3 | 0 | 1 |
| Work a la carte cooking stations | 0 | 3 | 0 | 1 |
| Expedite food orders on busy nights | 1 | 3 | 0 | 0 |
| Interview 3 candidates for employment | 1 | 2 | 1 | 0 |
| Review renovation or building project organization with manager | 0 | 3 | 1 | 0 |

Please list all other tasks that should be considered:

No other tasks suggested.

Part V: Program Outside Influences

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 33. B.M.I. II should be a requirement for completing the CMO program | 0 | 2 | 0 | 2 | 0 |
| 34. A list of outside reading should be included with a synopsis required of each book or periodical | 0 | 1 | 3 | 0 | 0 |
| 35. Participation in local CMAA Chapter should be required | 2 | 2 | 0 | 0 | 0 |
| 36. Extra credit is available by completing homework or outside research | 0 | 3 | 0 | 1 | 0 |
| 37. Attaining a local Sanitation Certificate requirement | 0 | 1 | 2 | 0 | 1 |
| 38. Candidate should be certified in CPR | 0 | 1 | 1 | 2 | 0 |
| 39. Meetings with local fire and police department representatives should be required | 0 | 0 | 2 | 1 | 1 |
| 40. Manager should arrange for candidate to work/observe other club operations | 2 | 2 | 0 | 0 | 0 |
| 41. A computer Lotus course is required | 0 | 3 | 0 | 0 | 1 |

Please include other suggestions for outside education:

No comments were suggested.

Part VI: Program Completion

| | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> |
|--|----------|----------|----------|----------|----------|
| 42. A Certificate of Completion or plaque should be awarded from CMAA | 2 | 2 | 0 | 0 | 0 |
| 43. Educational credits equivalent to attending a B.M.I. course should be awarded | 3 | 1 | 0 | 0 | 0 |
| 44. The designation "Certified Assistant Manager" should be earned | 1 | 1 | 1 | 0 | 1 |
| 45. Graduate's name with a small article should appear in Outlook | 0 | 4 | 0 | 0 | 0 |
| 46. Graduate should be recognized at Annual CMAA Conference | 0 | 3 | 0 | 1 | 0 |
| 47. Graduate should be allowed to promote himself/herself for employment through Chapter Digest or other publication | 2 | 2 | 0 | 0 | 0 |

Other comments on Program Completion:

No comments were suggested.

Part VII: Program Particulars

- | | | |
|--|----------------|-----------|
| | <u>Yes</u> | <u>No</u> |
| 48. As a club manager would you introduce this program in your club? | 3 | 0 |
| As a faculty advisor, would you promote this program in your school? | Not Applicable | |
49. Using your best recollection, what was the most significant learning experience during your transition to club management? (Faculty- what are students taught to be prepared for?)
- "Being involved in an actual and intensive training program."
- "Accounting - corporate finance, working on budgets; summer work experience of all types."
- "Culinary knowledge not gained at school."
- "Actual on the job experience. They are being taught to expect a much tougher, involved, complex job than is indicated in the textbook."
50. What advice do you have for a student aspiring for an Assistant Manager position in a club?
- "Look, take note, listen, and always develop a potential solution to any problem."
- "Get experience while your in school and keep hounding clubs until you get a job."
- "Work part time in the field. Volunteer for any kind of work just so you can gain experience."
- "Gain experience through internships."
51. Additional comments.
- "This sounds like a great program. I wish it had been around when I was in school."
- "Good program, good luck!"

52. What is your position? - All Others - Includes: Educator, Hotel/banquet mgr/captain, Director of operations, Consultant and editor

53. Years of club management or teaching experience. 0-5 Yrs. 5-10 Yrs. 10-15 Yrs. 15+ Yrs.
2 0 0 2

54. Are you a Certified Club Manager (CCM)? Yes No
2 2

55. What entity do you represent?

| | |
|------------------------------|---|
| College or University | 1 |
| City Club | 0 |
| Other | 2 |
| Country Club (Golf) | 1 |
| Yacht Club | 0 |