MANAGEMENT DEVELOPMENT PROGRAMME.

A STRUCTURED EDUCATION PROGRAMME FOR CLUB MANAGERS

Professional Club Management at its very best
INTRODUCTION

THE CLUB MANAGERS ASSOCIATION OF EUROPE (CMAE) was formed in April 2001 by leading club managers keen to network and create a structured education programme to support them in their roles at their clubs and lay down a framework from which future managers would benefit.

The CMAE’s MANAGEMENT DEVELOPMENT PROGRAMME (MDP) described in this brochure, is therefore the result of over 10 years of work by a dedicated group of club managers, educationalists and leading industry figures worldwide, to whom the CMAE and the club industry owe a debt of gratitude. They are listed in the acknowledgements section at the back of this brochure.

The CMAE MDP is a series of courses and learning opportunities designed not only for those working as club general managers, club secretaries and in other senior positions at sports, city and business clubs today, but also for those who aspire to these roles in the future. Whether you are a student leaving university seeking a career in club management, an existing club manager seeking to improve your knowledge and skills, or an established business manager seeking a new challenge in the club industry, the CMAE Management Development Programme is for you.

THE STORY SO FAR
Since the introduction of our MDP courses in 2011 until September 2019, we have run 79 MDP courses in 12 countries to over 1600 delegates. We now have over 300 Club Manager Diploma (CMDip) holders and 51 Certified Club Managers (CCM).

DEVELOPED IN ASSOCIATION WITH

To register for courses and for more information, please visit www.cmaeurope.org
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**Education is what survives when what has been learned has been forgotten**

B. F. Skinner

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WHY IS CLUB MANAGEMENT EDUCATION IMPORTANT?

IMPORTANT FOR CLUB MANAGERS

Today’s club manager may be expected to manage a complex and sometimes large property of several hectares; maintain multiple buildings and facilities; provide sports and leisure services for members and visitors; manage a team of employees and contractors; promote the business to the local, regional, national and in many cases international communities and of course manage the club’s finances efficiently and prudently.

Whether club managers come from a business background or are developing their careers within the industry, the right education can provide each individual with the learning resources they need to do this job, often plugging gaps in their knowledge, so they can better understand the broad range of issues that affect the day-to-day management of a club in the 21st century.

Club managers recognise that clubs are businesses that require a combination of business acumen, tact, diplomacy and top-class management skills. As in any profession, they appreciate that they must stay at the top of their game to remain competent and constantly strive to increase their base of knowledge.

However such success as a club manager depends on individual commitment. Club managers must invest in their own growth to achieve their peak potential. Therefore their own continual professional development is no longer an option; it is a necessity for themselves and indeed for all management staff in the Club Industry.

The Management Development Programme is the first education pathway produced by managers for managers, focussing on providing this knowledge, its practical application and the networking required to produce the successful manager.

In addition, the CMAE and our national partners provide a network of support for a club manager, with local, regional, national and European meetings, arranged to give opportunities for club managers to meet colleagues, discuss trends and developments in the industry and share best practice.

Education is simply the soul of a society as it passes from one generation to another.
GILBERT K. CHESTERTON

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WHY IS CLUB MANAGEMENT EDUCATION IMPORTANT?

IMPORTANT FOR CLUB COMMITTEES AND CLUB OWNERS

The owners of clubs, whether they are a committee or board in a private members club, or an owner or corporation at a proprietary club, are demanding more of their club manager in today’s increasingly competitive and challenging business environment.

Even a club of modest size can be expected to enjoy an annual turnover of over 1 million Euros and will employ a substantial team of full and part-time employees, as necessary, to ensure the club is open and ready for business up to 15 hours a day, 7 days a week, and 365 days a year. Owners will rightly expect a return on their investment in the club and the club manager.

Club committees will be tasked with making decisions for the good of their members, and must rely upon an educated club manager to help take them in the direction that makes their club the best it can be, and thus ensure the satisfaction of the members who elected them.

The CMAE and our partners therefore believe that a comprehensive education programme, incorporating robust and challenging certification, is required to equip club managers with the tools they need to fulfill the role expected by Club Committees and Owners.

They must be prepared to invest in training and professional development for their club manager and management team if their club is to remain competitive and successful. The CMAE Management Development Programme will do this.

The only person who is educated is the one who has learned how to learn and change

CARL ROGERS

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WHY IS CLUB MANAGEMENT EDUCATION IMPORTANT?

IMPORTANT FOR CLUB MEMBERS

In today’s high tech world, with ever more crowded schedules, and work-related stress, club members are looking for the club to enhance their work/life balance by providing great service, care and attention to detail. An educated manager, with access to industry experts and a network of colleagues at other clubs, can ensure their team delivers the best service available in their club.

Together with their families and valued guests, club members are the most important customers a club has and they will expect their club manager to be educated to the high standard needed to ensure that their club is managed as efficiently as possible and the facilities provided are maintained to the highest possible standards, for current and future generations of members to enjoy.

IMPORTANT FOR OUR CLUB INDUSTRY

If our industry is to prosper and clubs continue to flourish in a very competitive leisure industry, the leadership required will be better served through a robust programme of education and training. Our programme will educate tomorrow’s leaders and managers today!

With a benchmark qualification recognized throughout the world (CCM), club managers can demonstrate their credibility in the job and ensure cross-fertilisation of skills, knowledge and ideas as they manage ever more successful clubs around the globe.

If you think that education is expensive, try ignorance!
PETER F. DRUCKER

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The general manager of a club has a wide range of responsibilities and the expectations of members and visitors are growing and changing constantly. By analysis, the CMAE believes the components of successful club management can be defined by the following core competencies of a club manager:

**CLUB GOVERNANCE**
- History of private clubs
- Types of private clubs
- Membership types
- Club rules & regulations
- Policy formation
- Committee roles & responsibilities
- The general manager
- Career development

**FOOD AND BEVERAGE MANAGEMENT**
- Service standards
- Menu development
- Functions and themed events
- Nutrition and food science
- Equipment
- Pricing concepts
- F & B personnel
- Ordering / receiving / controls / inventory
- Wine list development
- F & B trends

**ACCOUNTING & FINANCIAL MANAGEMENT**
- Principles of club accounting
- Financing capital projects
- Audits
- Budgeting and financial analysis
- Tax for clubs
- Computing and software systems
- Cash flow forecasting
- Office administration
- Salaries and benefits administration
- Long-range financial planning

**HUMAN AND PROFESSIONAL RESOURCES**
- Employee relations
- Time management
- Management styles
- Stress management
- Organisational development
- Work-life balance
- Club job descriptions

**STRATEGY AND LEADERSHIP**
- Strategic planning for clubs
- Effective negotiation
- Member contact skills
- The manager as a leader
- The dynamics of teams

**INTER-PERSONAL SKILLS**
- Communication skills
- Conducting presentations
- Responding to conflict
- Evaluation and acceptance of responsibilities
- Working harmoniously with others

**MEMBERSHIP AND MARKETING**
- In-house publications
- Media relations
- Membership acquisition and retention
- Marketing strategies for clubs
- Marketing planning

**GOLF, SPORTS & RECREATION MANAGEMENT**
- Golf operations
- Golf course management
- Tennis / health & fitness / & other sports
- Locker room management

**FACILITIES MANAGEMENT**
- Preventative maintenance
- Housekeeping
- Insurance & risk management
- Security
- Business continuity
- Project management
- Managing contractors
- Energy and resource management

**STATUTORY COMPLIANCE**
- Legislation
- Data protection
- Regulatory agencies
- Club law
- Economic theory
- Alcohol regulation

A recent study by Bournemouth University, in the UK, validated these ten core competencies as being appropriate and relevant to club managers in the 21st century. A copy of this report can be downloaded from the CMAE website – www.cmaeurope.org

It is important to acknowledge that a Club Committee or Owner should not believe a club manager to be an ‘expert’ in all ten competencies, but they will expect their manager to have a thorough working knowledge of all ten. Typically, club managers will be an ‘expert’ in two of three of these competencies, but they must also fully understand the other areas if they want to be regarded as a competent club manager.

To register for courses and for more information, please visit www.cmaeurope.org
WHAT IS THE CMAE MANAGEMENT DEVELOPMENT PROGRAMME?

In order to supplement the existing skillsets of club managers, the CMAE has developed five classroom-based courses, each of which will be of 5 days duration (Monday to Friday).

THESE COURSES ARE:
1. MDP - Part 1 Club Operations
2. MDP - Part 2 Building & Managing the Club Team
3. MDP Golf Operations
4. MDP Food and Beverage Management
5. MDP Strategy and Leadership

The first two – CMAE Club Management Parts One and Two – cover all ten core competencies, to ensure that those who complete these courses will understand the broad range of issues that a club manager must know.

CMAE Golf Management and CMAE Food & Beverage Management explore their named subjects more deeply and comprehensively and follow on from the first two courses in a logical learning progression. This pathway therefore will lead club managers from the point at which they enter the profession with some knowledge, through to the outcome where they are well-informed and well-educated club managers.

MDP Strategy & Leadership, concentrates on the club manager as a leader and enable attendees to develop their strategic thinking and planning and to equip themselves as leaders in their clubs and in the profession.

In short, this is a structured and comprehensive education programme for club managers.

We foresee club managers perhaps taking one course a year, or every other year, fitting in with the demands of their job, and it will be possible therefore for a manager to complete the programme of all five courses over a period of 5-6 years.

To register for courses and for more information, please visit www.cmaeurope.org
MDP PART 1 – CLUB OPERATIONS

This first training course on the Management Development Programme will help managers to explore the basic elements of their profession in a comprehensive manner. There is a pragmatic, hands-on approach, ideal for managers who are new to post, recently appointed or who simply wish to enhance their knowledge of all ten core competencies, so that they may better serve their clubs and committees in every area of the club business.

COURSE CONTENT

• Club governance – the structure, the process and the politics
• Marketing for clubs – attracting members and visitors. effective communications including Social Media.
• Statutory compliance and risk management
• The food and beverage basics – in house or outsourced
• Introduction to club accounting and budgeting
• The importance of service
• Effective management and delegation
• The basics of strategic planning
• Facility maintenance
• Career development
• HR
• Change Management

To register for courses and for more information, please visit www.cmaeurope.org
MDP PART 2 – BUILDING AND MANAGING THE CLUB TEAM

This course will help Club Managers to improve their management and critical thinking skill levels including time management, negotiation, team building and conflict resolution. The course is applicable to all levels of Club Manager who wish to enhance their knowledge in areas including team performance, personal development and strategic planning. There will be particular focus on developing the strategic plan for your club, and ensuring that your team is adequately managed, supported and motivated to achieve the club’s ambitions.

An optional (diploma) examination is available to delegates who wish to evidence their learning.

COURSE CONTENT

• Strategic/Business planning
• Successful committee strategies
• Staff performance management/motivation systems.
• Building the team
• Time and stress management
• Managing conflict & managing relationships
• Negotiation techniques
• Communicating club decisions & business writing
• Lessons to learn from a Management/Leadership case study
• Guiding the politics of governance Manager survival techniques - from those who know
• Using technology at your club
• Lumina Spark: Self Awareness Tool

To register for courses and for more information, please visit www.cmaeurope.org
CMAE COURSES

FOOD & BEVERAGE MANAGEMENT FOR CLUB MANAGERS

This course is relevant to all club managers, as it provides an insight into the delivery of food and beverage services within successful clubhouse operations. It will take an in depth look at food and beverage operations from a management and control perspective. Delegates will study trends in menu and service delivery, as well as evolving legal requirements. Particular attention will be paid to the creation of successful unique or themed events and how best to plan their marketing. The course will also enable managers to create and deliver appropriate training sessions for clubhouse staff to ensure that service excellence is the norm at their club.

COURSE CONTENT

- F&B Profitability
- F&B Costings and wages
- F&B Management accounting
- Food preparation and cooking
- Health and nutrition on menus
- F&B experience at high-class venue
- Special events planning
- Compliance for the Club Manager
- How to market and promote your F&B product
- Menu engineering
- Customer service experience
- How to bring your team together to deliver new standards
- Manage and analyse feedback for better results

To register for courses and for more information, please visit www.cmaeurope.org
GOLF MANAGEMENT FOR CLUB MANAGERS

This course is aimed at Managers with particular responsibility for successful golf operations. By attending this course, delegates will learn to maximize their working relationship with the key personnel employed in this area of the business, including the Course Manager, Professional and Club Manager. The course will cover in detail areas such as agronomy, golf shop operations, merchandising, fleet management, tournament operations and business planning to fit with the club’s overall aims and traditions. Delegates will have a thorough understanding of the history, evolution and future trends of the golf industry, to better serve their clubs and committees.

COURSE CONTENT

• Working with your course manager
• Agronomic conditions
• Environmental challenges
• History and Golf Academies
• Golf retail operations and merchandising
• Golf tournament operations
• Business planning
• Working with your golf pro
• Golf tuition as a business
• The business of golf carts
CMAE COURSES

STRATEGY & LEADERSHIP FOR CLUB MANAGERS

This course is aimed at those managers who wish to learn how to enhance their management style and tap into their leadership potential in order to operate the club as a business. Delegates will understand the responsibilities and characteristics required to exert the appropriate level of power and influence so that their club can show the creativity to focus its strategic aims in line with its established culture and traditions. Particular focus will be paid to establishing and enhancing an effective working relationship with their committee, whilst mentoring, developing and leading their staff team. Delegates will also be invited to review their knowledge in all competency areas required to achieve success at their club and in their career.

COURSE CONTENT

• The management to leadership model
• The changing nature of Club culture
• Developing and effective training / mentoring programme
• Nature and traits of leaders
• Situational leadership
• Creativity and club management
• Strategic planning for clubs
• Financial Management
• Effective Member comms
• Lumina Traits & leadership assessment
• Technology & Social media in clubs
• Negotiation techniques
• Professional image
• Marketing to demographics
• Fitness & Swim provision principles
• Club Ethics

To register for courses and for more information, please visit www.cmaeurope.org
The CMAE is working with our national and regional partners across Europe, Middle East and Northern Africa to deliver MDP courses at venues throughout the continent that are convenient and cost-effective.

At the time of going to print, MDP courses are being staged in Scotland, Spain, Portugal, Sweden, Ireland, Netherlands, England, UAE, Egypt and Wales. Please refer to our website for dates on upcoming events.

**For details of forthcoming courses, including dates, venues and costs, please visit**

www.cmaeurope.org/mdp

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*Education is the most powerful weapon which you can use to change the world*

NELSON MANDELA

To register for courses and for more information, please visit [www.cmaeurope.org](http://www.cmaeurope.org)
TESTIMONIALS

Here are some of the views expressed by club managers who have participated in MDP courses

“I learned more about what my job should be in 5 days than I learned in the previous 5 years”

“Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years.”

“I got a brilliant response back at my club to what I have learned. It was intense, hard work at times but a lot of fun and very entertaining. I learned so much, gained new friends and contacts that I know will help me for years to come. Thank you.”

“Invaluable insight, fun, professional, for life network – priceless.”

“Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward.”

“Excellent platform for developing effective professional management at golf clubs in Scotland and ultimately ensuring a successful future for golf in Scotland. Thank you.”

“A one-stop shop that covers all areas of golf club management”

“Educational & Entertaining. A must for Club Managers of any age!”

“A great insight in to the breadth of skills required to be a club manager of the future.”

“Anybody not undertaking the course is at a clear disadvantage in the industry.”

“Exceeded expectations both in terms of content and exceptional presenters. I will definitely be back for Level 2”

“What a great week of information overload!”

“Of benefit to people about to start as well an aid to people already in post”

“The future and possibly saviour of golf clubs in the UK and Ireland”

“To meet so many likeminded people who have the same desires and issues, with whom we can discuss and find the best way forward – superb!”

“Education is the key to success. If you want to have a successful club and career, this is the best place to start.”

“I learned so much in a relatively short space of time and even the bits of the club business I thought I had my finger on the pulse, I discovered so much more. Powerful things to help me take my club in the correct direction.”

“The week provided me with the confidence and knowledge to take back a bit more control at the golf club.”

“This week has proven to me yet again that the learning journey is never over.”

“Thought provoking - if you are not doing this course, what are you doing?”

To register for courses and for more information, please visit www.cmaeurope.org
Education, by itself, is important and an essential tool for an individual's personal and professional development, but to be able to prove that the club manager has understood the subject matter and retained what has been taught, the CMAE provides a credible certification program which is recognized throughout the club industry.

The days when an employer (whether a private members club or corporately-owned club) had to recruit from other industries and professions, to find people to manage their clubs, should be a distant memory and the club management industry is now following the example set by many of our colleagues in other sectors of the sports and hospitality industry (i.e. Institute of Hospitality; PGA Professional golfers; BIGGA qualified green keepers etc...) whereby their own qualifications and certification benchmarks become the accepted industry standards of knowledge required to do the job.

The CMAE Management Development Programme provides this certification at two levels:

1. CLUB MANAGEMENT DIPLOMA (CMdip)
   After completing CMAE Club Management Parts Levels One and Two, a club manager will be assessed on the ten core competencies, as covered by these first two courses. Subject to a satisfactory pass mark in this assessment, and for a piece of work submitted by the delegate based on their experiences at their club, club managers will be awarded the CMAE Club Management Diploma.

2. CERTIFIED CLUB MANAGER (CCM)
   The CCM designation has been the hallmark of professionalism in club management since 1965 and is the cornerstone of CMAE’s member recognition programme. It is a valuable and widely respected mark of a manager’s commitment to professional development and the club industry. The CCM programme is managed by the CMAE’s Education Policy Board (EPB), who liaise with their counterparts on other continents to ensure that the examination remains current in adapting to the ever-changing club management environment. The CCM designation is awarded to club managers who successfully pass an examination based on a solid working knowledge of all ten of the core competencies. The CCM exam is scheduled twice a year, over the period of one day, with a maximum of 7 hours allowed to complete the exam.

**CCM EXAMINATION ELIGIBILITY REQUIREMENTS**

Individuals who wish to take the CMAE’s Certified Club Manager (CCM) exam, must, at the time of taking the exam, fulfill the following four eligibility requirements:

1. A minimum of 300 Education and/or Association Credits;
2. Attendance at least one CMAA World Conference;
3. A minimum of six years’ experience in a management position at a club; and
4. Completion of the CMAE Management Development Programme.

To register for courses and for more information, please visit [www.cmaeurope.org](http://www.cmaeurope.org)
CERTIFICATION

EDUCATION & ASSOCIATION CREDITS

Education Credits are awarded for all academic and relevant industry training and education programmes. Degree programmes, professional qualifications and courses provided by recognised universities and colleges also carry education credits, as do the seminars, workshops and educational conferences delivered by the CMAE and our partners throughout Europe. The general rule is that one Education credit is awarded for each full hour of instruction.

Most club managers will find that they already have a number of both Education and Association Credits, and when participation in the CMAE Management Development Courses is added, reaching the required minimum level for the CCM exam is a realistic and achievable goal.

CMAE Management Development Programme courses offer the following credits:

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<tr>
<th>Course</th>
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<tr>
<td>1. CMAE Club Management – Part One</td>
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<td>2. CMAE Club Management – Part Two</td>
<td>30</td>
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<tr>
<td>3. CMAE Golf Management</td>
<td>30</td>
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<tr>
<td>4. CMAE Food &amp; Beverage Management</td>
<td>30</td>
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<tr>
<td>5. CMAE Strategy &amp; Leadership</td>
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Association credits are awarded for a member’s support of, and participation in, CMAE and Affiliated Association activity. For example: membership of the CMAE and/or one of our affiliate partners, participation on committees, writing articles or giving presentations, attending AGMs and showing active support for their industry association.

For the purposes of this CCM eligibility requirement, an applicant must have worked in a management capacity at a club for at least six years. This can be in a supervisory or management role, including a department head, assistant manager or deputy or trainee management role.

CONTINUAL PROFESSIONAL DEVELOPMENT

All new CCM designations are awarded for a period of five years. CCMs are required to earn at least 120 Education and/or Association Credits during the five-year period following their CCM award, to maintain their CCM designations. CCMs meeting these requirements will maintain the designation for another five-year period.

For full details of these eligibility conditions, and to read details of exam procedures, sample questions and a sample case study, please visit www.cmaeurope.org. The CCM Registration Form can also be downloaded from this website.

Education is an ornament in prosperity and a refuge in adversity
ARISTOTLE

To register for courses and for more information, please visit www.cmaeurope.org
The CMAE is working with our partners in each country to provide club managers with a range of educational opportunities at local, regional, national and international levels (and there is a wide variety of workshops, seminars and conferences already in place in many countries). In addition, the CMAE is closely involved with two conferences each year:

**CMAA World Conference on Club Management**
Organised annually by CMAA at a USA venue in February each year, this 5 day conference attracts in excess of 2,500 managers from across the world, offering a wide range of education sessions and featuring top class speakers.

**CMAE European Conference on Club Management**
Organised annually by CMAE at a venue in South Europe in November each year. This three day conference attracts over 100 club managers from throughout Europe to learn “best practices” from the very best in our industry as well as participating in excellent networking sessions.

**Dates, details and venues for these two conferences, together with registration forms, can be found on the CMAE website, www.cmaeurope.org**

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*Education is a social process. Education is growth. Education is not a preparation for life; education is life itself*

JOHN DEWEY
ACKNOWLEDGEMENTS

The development of the CMAE Management Development Programme could not have been possible without considerable help and support from a large number of individuals and institutions.

THE CURRENT CMAE BOARD OF DIRECTORS

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JAMES BURNS CCM Milltown Golf Club, Dublin, Ireland

MAKING IT HAPPEN

CMAE would like to express their gratitude to Dr Jason Koenigsfeld and Joe Perdue CCM CHE for their advice and dedication in helping establish the MDP pathway in Europe.

Sadly in January 2015 Joe Perdue passed away. In his memory CMAE have set up the Joe Perdue Bursary which sees on an annual basis one worthy candidate obtain complimentary admission to a MDP course. For more information go to www.cmaeurope.org

Pic: Joe Perdue (left), Jason Koenigsfield (centre)

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THE CMAE WOULD ALSO LIKE TO THANK:
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