

**North Region  
FLCMAA Education**  
with  
**6 CMI Credits**



**Sawgrass  
Country Club**  
**Monday,  
April 23, 2012**

**Club Managers Education Workshop featuring:**  
**Leadership, Strategy & Club Surveying**  
**Components of Effective Private Club Management**

- **Strategic Planning** - The steps and highlights of establishing a fully-integrated strategic planning program for club managers, including an interactive free-for-all of questions and answers in getting managers ready to head their strategic planning efforts.
- **Leadership** - The value of creating and maintaining a leadership mindset versus a managerial way of thinking is examined. Effective club leaders are energized by innovators who are able to step outside of the club culture and help their clubs build valuable tradition, and continually evolve as the desirable place of choice for members. Includes recommendations and checklists of best practices in private clubs.
- **Creating A Measurable Service Management System** - The concept of measuring goals and objectives is presented in a way which helps reduce ambiguity of subjective evaluation and helps managers successfully appraise not only their progress, but others at the club, as well. Highly interactive, and includes valuable pointers and advice gained by successfully conducting more than 50 of these projects each year.
- **Leading the Club Survey Questionnaire Process** - Club managers often find themselves being asked to head-up an every-member survey. The intricacies of developing a survey instrument that asks the correct questions (in the right way), provides clear results, and includes a detailed action plan helps ensure an effective and successful survey process. Interactive discussion includes tips and suggestions discovered by doing scores of successful surveys each year.

**presented by:**

**Dr. Edward Merritt**

Dr. Ed Merritt is The James A. Collins Distinguished Professor of Management at California State University (Cal-Poly Pomona). Prior to entering the academic world, he spent twenty-five years in senior management positions in the hospitality industry with a focus on club development and management.

Ed has held general manager positions in a well-rounded variety of club settings from Florida to California. However, we know him best as the developer of CMAA's first on-line BMI program, an instructor in BMI II, IV, and V, an instructor for the Certification Review Course, an instructor for BMI in South Africa, a member of the MCM Academic Council, and a frequent contributor to club research. He is the author of seven books on effective business management and has written more than 200 articles and presentations on private club management.



**hosted by:**

**Barry McDonald \* Ben Peck \* Perry Kenney**  
**Sawgrass Country Club**

**(See Page 2 for the Day's Education Program Schedule that includes 6 CMI Credits)**

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the program:

<b>7:30-8 a.m.</b> Arrivals / Registration / Continental Breakfast - Sawgrass Country Club	<b>12-12:45 p.m.</b> Working Lunch
<b>8-10 a.m.</b> Introductions / Workshop Begins	<b>12:45-2:15 p.m.</b> Workshop Continues
<b>10-10:15 a.m.</b> Mid-Morning Break	<b>2:15-2:30 p.m.</b> Afternoon Break
<b>10:15-12 noon</b> Workshop Continues	<b>2:30-3 p.m.</b> Multiple Choice Exam (Requirement for a 6-Hour Workshop - CMAA Credits)

**Cost: NO CHARGE** for FLCMAA Education Club Members  
**\$50** Non-Florida Education Club Members

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Contact Tracey Smith at [smithtracey@bellsouth.net](mailto:smithtracey@bellsouth.net)  
by Wednesday, April 18