

## NECMA Strategic Plan Summary

Created October 2016

### NECMA Mission

The purpose of the New England Club Managers Association is to provide consistently relevant and compelling education and social interaction that facilitates networking and mentorship amongst professionals connected with the management of clubs.

### NECMA Vision

Over our wide geographic region we embrace the challenge of delivering constantly relevant and compelling education and social interaction that keeps all of our members engaged and makes a difference in both their careers and in their clubs. Our educational programs and networking events involve each and every member at least four times per year.

### Key Strategic Goals

1. Strategic, “closed loop” education and meeting calendar
2. Increase attachment by fostering increased networking, idea sharing and “real world” case studies
3. Develop a rolling five year pro-forma that ties to the goals, transitions from Board to Board and integrates Meador endowment

Desired Outcome --- Broader Participation and Increased Depth of Engagement and Attachment

#### **Strategic, “closed loop” education and meeting calendar**

- Iterative process – propose/change, propose/change, publish
- Increase Availability - More meetings in more places
- “Standard” Education sessions
- Regular social meetings – including some golf
- Local Area Networks – formal lunch/dinner sessions and roundtable discussions (with a facilitator if necessary)
- Education
- Content and Structure – Try things, think outside the box
- Structure – Variation between “lecture”, facilitated group discussion and roundtables, case studies
- Content – Focus on application in the member’s club – help the senior member (GM, Clubhouse Mgr.) educate/lead the board/owner and members, help the mid-level manager lead their staff and interact with their members
- Content – think of tools as well as knowledge
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#### **Increase attachment by fostering increased networking, idea sharing and “real world” case studies**

- Strive for broad attachment amongst all members
- The dynamics of club owners and club governors have a dramatic effect on member’s careers
- More roundtable discussions of real world situations to foster the feeling of mutual support
- NECMA facilitate strong interaction between members, member clubs and the universities and student chapters
- NECMA sponsor a “career fair” late Winter/early Spring

### **Formal New Member Orientation and Introduction Meetings**

- Develop a five year pro-forma that ties to the goals, transitions from Board to Board and integrates Meador Foundation
- Use the pro-forma to “formalize” and clarify the Meador Foundation and the continued raising and distribution of the funds

### **Key Strategic Goals**

#### **Measure to Succeed**

- Measure attendance at every meeting – Board reviews key metrics in every meeting
  - % of members attending last meeting
  - % of members attending at least one meeting in current year
  - % of members who haven’t attended a meeting in current year or previous 3 months
  - % of members attending 0, 1, 2, 3 or 4 or more meetings in last 12 months (rolling)
  - Constant focus on increasing rates and gathering “why not” from the 0 attendees
  - Set a goal of having every member participate in X meetings/events per year
- Drive the proportion that “Feel devoted and attached to NECMA” from 50% to 75% in three years – this will be a result of consistent participation
- Ask for evaluations at all education meetings (lecture style or roundtables)
- Keep the five year pro-forma alive and rolling