

Club Spa and Fitness Association



Spring 2017

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Letter from The President

Giddy-Up, Texas – Here We Come!



Dear CSFA Members and Partners,

Spring is upon us and the CSFA is building on the success of the PGA Show in January, the CMAA World Conference in February and the IHRSA Tradeshow and Convention in March. With April events ahead in Arizona, Virginia and Wisconsin, energies are mounting for our second Regional Conference of the year in Dallas, TX, June 4th and 5th at Royal Oaks Country Club. Partnered with the Texas/Oklahoma Chapter of the CMAA, this event is primed with great speakers, great networking opportunities and high visibility for CSFA corporate partners. CSFA and CMAA members and non-members are welcome.

On June 4th the Texas Regional Conference will host a CSFD Certification Workshop lead by CSFA Resource Manual author and CSFD Certification creator, Stephen Tharrett along with an additional workshop geared towards spa education led by CSFA Corporate Partner, Viora. Please mark your calendars for June 4th and 5th and be on the lookout for additional information.

Important data and survey opportunities will also be headed your way in April with the publication of CSFA's 2016 Trend Report along with the release of the *2016 State of the Industry Survey*, whose final report is expected to be completed and published in May. Our final survey of the year, the *CSFA 2016 Compensation Survey*, is set to be sent mid-summer and published shortly thereafter.

Ever felt like you wanted to give back? If so, then maybe you've considered joining the board. Now is the time! Through March 31st, the CSFA is accepting applications from our talented members. Please submit your résumé with letter of intent to info@csfassociation.com. Finalists will be contacted for a phone interview.

As we gear up for an action-packed spring and summer, please reference this newsletter as a useful tool. Inside you'll find upcoming events and announcements, corporate partner achievements and profiles, scholarship information and a great piece written by Bob Forman on Long-Term Athletic Development, or the LTAD model. Oh, and by the way, did you know all EXOS education materials are now available at 15% off to CSFA members (discount code inside)? Find this and more inside the 2017 CSFA Spring Newsletter, and until next time, happy reading!

Yours in health,

Kevin Caldabaugh

INSIDE THIS ISSUE:

CSFA Is Accepting Board Member Applications	3
Congratulations Jane Iredale	3
Take Your Fitness Center To The Next Level!	4
Partner Profile: Viora	6
Long Term Athletic Development (LTAD)	8
Upcoming Events And Education	9
CSFA Members Save 15% on EXOS Training	10
PGA Merchandise Show In Orlando	10
Active Isolated Stretching (AIS) Lower Body for Massage Therapists and Personal Trainers	11
"Future of Fitness Scholarship"	12
Mid-West Regional Conference	13
Best Practices and New Evolutions In Private Club Fitness	14
Welcome Our Newest Members	18
10th Anniversary Roundtable	18

CMAA WORLD CONFERENCE



CSFA was on hand for the CMAA World Conference in February, networking with club managers from across the country and even around the world! CSFA President Kevin Caldabaugh and Stephen Tharrett of Club Intel presented the session "What's the Rage in Fitness and Spa for the Private Club Industry: How to Leverage that Knowledge for the Benefit of Your Club."

IHRSA CONFERENCE



On March 8, CSFA President Kevin Caldabaugh and Vice President Nicole Mains presented at the IHRSA conference in Los Angeles on the topic, "How to Build a Winning Spa: Lessons From the Private Club Industry."

CALLING ALL WRITERS!



Do you have a story to tell about your club? Maybe a successful program or promotion you've run that you'd like to share? Your CSFA newsletter is always looking for articles of interest.

Please contact
jporter@csfassociation.com with your ideas!

THE CSFA IS ACCEPTING BOARD MEMBER APPLICATIONS THROUGH MARCH 31!



Would you like to become more involved with the CSFA? Submit a résumé and letter of intent to info@csfassociation.com if you are interested! All candidates must be a current Director and a current member of the CSFA. Finalists will be contacted for an interview.

Board Member Job Description:

1. Regularly attend monthly board meetings (conducted via conference call) and important related meetings and conference calls.
2. Make a serious commitment to participate actively in board work.
3. Volunteer for and willingly accept assignments and complete them thoroughly and on time.
4. Stay informed about board matters, prepare for meetings, and review and comment on minutes and reports.
5. Get to know other board members and build a collegial working relationship that contributes to the consensus.
6. Be an active participant in the board's annual evaluation and planning efforts.
7. Participate in member and Partner recruitment for the organization.
8. Be willing and able to travel on behalf of the CSFA, including but not limited to attending the annual National Conference or Regional Conferences.
9. Be able to lead a committee if asked.

CONGRATULATIONS JANE IREDALE

Our Corporate Partner jane iredale has been receiving widespread industry recognition recently:

- For the TENTH time, jane iredale – THE SKIN CARE MAKEUP has been voted "Favorite Cosmetics Line" by the readers of American Spa magazine.
- Natural Solutions magazine has awarded PureMoist Lipstick and Liquid Minerals Foundation with a 2016 Beauty with a Conscience Award. Both products are highlighted within the "Cosmetics" category for their outstanding performance in long-wear and hydration.
- Beauty Launchpad awarded jane iredale Active Light Under-Eye Concealer in the December issue as a 2016 Reader's Choice winner in the "Makeup/Concealer" category.

Congratulations to Jane!



TAKE YOUR FITNESS CENTER TO THE NEXT LEVEL!



If you chat long enough with a successful fitness director at a high-end club, you'll eventually hear something to the effect of, "It wasn't always like this!"

The reality is that many great fitness centers and spas started from humble beginnings—often with what Ray Cronin of Club Benchmarking has dubbed the "fitness closet," some small space in the corner of the clubhouse that was repurposed by putting a treadmill and some weights in the room.

Just as mighty oaks from little acorns grow, fitness takes root in a club and necessarily expands to meet demand. This growth may take a number of forms, including more square footage, the addition of group exercise, the introduction of massage, spa treatments, and or physical therapy, and even haircuts for men and salon services for women. There's not necessarily only one way to go.

With that in mind, the CSFA is pleased to present a workshop on "Taking Your Fitness Center to the Next Level" on April 19 at Army Navy Country Club in Arlington, Virginia. The program will begin with an

overview of where we are as an industry, presented by Mark Williamson of ClubIntel. (ClubIntel researches and authors the CSFA State of the Industry Report.) Brian Idle, president of our Diamond Partner Peacock+Lewis, will provide a case study on renovating or expanding fitness and spa facilities. Other sessions will cover a variety of potential growth areas for clubs, including physical therapy, spa and skin care services, and new trends in equipment and group exercise programming. Mark Williamson will also address how we can create signature experiences to enhance member value in the club.

This event is made possible with the generous support and participation of our Corporate Partners and sponsors: Peacock+Lewis, Precor, EnerG Wellness, Concierge Physical Therapists, WaterRower, Viora, and Sothys.

Registration is open at www.ShopCSFA.com, with an early bird rate of \$29 for CSFA and CMAA members through March 19. (The member rate increases to \$39 after March 19, and the non-member rate is \$59.) For those coming from out of town, the Hilton Garden Inn at nearby Shirlington is offering a courtesy rate if you book by March 17. Please see the flyer on the facing page for more information.

Decide to get better.
Remarkably, it is that simple.



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Join us Wednesday, April 19, 2017

Army Navy Country Club, Arlington, VA
for the CSFA Sponsored:



Taking Your Fitness Center to the Next Level

April 19, 2017 • 7:30 am to 2:00 pm
Army Navy Country Club
1700 Army Navy Drive • Arlington, VA 22202

AGENDA

Registration, breakfast, and club tours

Welcome and Introductions

Private Club Fitness in the 21st Century: How to Position Your Fitness Center for Success

A look at the current trends shaping private club fitness centers and spas

Mark Williamson, ClubIntel

The Next Level in Facility Design

A case study in how to build or upgrade a top-flight spa/fitness center

Brian Idle, Peacock+Lewis

Physical Therapy: The Next Step on the Road to Wellness?

Pros, cons, and considerations in adding physical therapy services at your club

Creating Signature Experiences that Delight Your Members

Exploring key elements of your club's value proposition to elevate the Member experience

Mark Williamson, ClubIntel

Think Beyond Massage

Moving to the next level with spa services is easier than you may think!

The Latest and Greatest

What's new and what's hot in private club fitness and wellness

Sponsored by:



www.peacockandlewis.com



Breakfast sponsored by:

Lunch sponsored by:



CMAA Members receive 6
education credits for this event.

CSFA and CMAA EARLY BIRD Member Rate \$29 through March 19
Non-Member Rate: \$59 • Register Online at www.shopCSFA.com

Preferred hotel: Hilton Garden Inn Shirlington • 4271 Campbell Avenue, Arlington, Virginia
Free shuttle service will be available to Army Navy Country Club
Call 703-820-0440 or 1-877-STAYHGI and mention group code CTN when making your reservation.

PARTNER PROFILE: VIORA

Viora, a global leader in the medical aesthetic arena, provides the best business and clinical solutions for practitioners. Privately held and financially stable, Viora is represented by distributors and subsidiaries in over 65 countries. With over 10,000 installations, and over 1 million treatments performed, satisfied Viora customers can be found around the world.

Active in the industry for over a decade, Viora takes pride in maintaining the dynamic make-up of a start-up. This allows the flexibility and creativity in product development, clinical innovation and customer support necessary to provide a full line of non-invasive and minimally-invasive solutions involving mechanical microdermabrasion, RF and light technologies. Viora draws on its extensive experience and engineering, manufacturing and technological knowledge to ensure that our solutions and devices are tailored to deliver the greatest business success to our customers. Dedication to our customers means that you can deliver the highest patient satisfaction possible allowing you to shape your future.

With private clubs seeing strong growth in younger members who are demanding more convenient, result-orientated services, implementing the most advanced technological solutions is key to continued success. Enter Viora; a leading international medical aesthetic device manufacturer with tens of thousands of devices in over 60 countries, Viora is trusted by dermatologists, plastic

surgeons, medspas, luxury resorts and country clubs to provide the highest level of efficacy with clinically proven treatments.

Viora's highly advanced and patented technologies let you perform high revenue treatments such as diamond tip microdermabrasion, hair removal, body and facial contouring, skin tightening, skin rejuvenation, acne clearance, the removal of pigmented and vascular lesions, and much more. Viora provides a comprehensive tool kit ensuring success in the medical aesthetic market including complete post sales service and 24/7 support, creative marketing materials and innovative business models for fast ROI.

Viora is experienced in bringing new services to market, and applies extensive business development and product launch strategies to help safeguard success. This is based on a thorough understanding of how clinics and practices can maximize their use of Viora's technologies and platforms from day one.

In 2017, Viora is working with select clubs by providing unique acquisition models and a turnkey service to educate and excite your existing clientele about Viora's treatments, which will help you gauge member interest with no commitment required whatsoever.

Start giving your members the remarkable, long term results they've been seeking while significantly boosting your bottom line and maximizing your existing customer base.

The Complete Aesthetic Solution with Viora's Award-Winning Technology!



Pristine™ - Innovation Award 2008
Les Nouvelles Esthetiques



Host an event with Viora to test your members' interest in these services - **ASK US HOW!**

Tremendous ROI potential!

Find out what Viora can do to increase your revenue **DRAMATICALLY**



To learn what Viora can do for you, contact:

Sally Gibb • sally@vioramed.com

Strategic Accounts & Business Development Director

C: 702.419.0972 • www.vioramed.com

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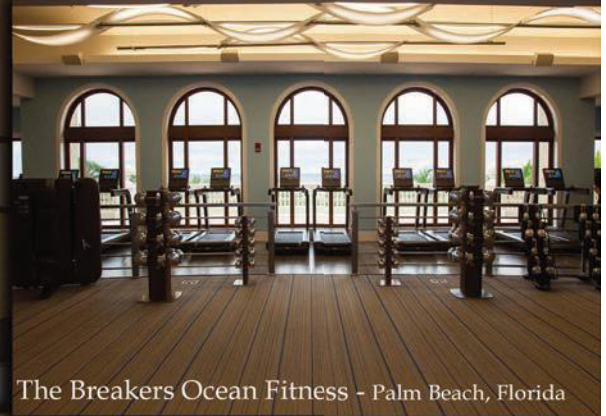


Established 1961
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Master Planning
Architecture Interior Design

Representative Spas and Fitness Facilities

- | | |
|----------------------------------|------------------------------|
| Addison Reserve Country Club | Jupiter Hills Club |
| The Club at Admiral's Cove | Loblolly |
| Albany Bahamas | The Loxahatchee Club |
| Ballenises Golf & Country Club | Lost Tree Club |
| Bonita Bay Club | Muirfield Village Golf Club |
| The Breakers Palm Beach | Ocean Reef Club |
| Broken Sound Golf & Country Club | PGA National |
| Country Club of Florida | Sailfish Point Country Club |
| Delray Dunes Country Club | St. James Plantation |
| Frenchman's Creek Country Club | Talis Park |
| Frenchman's Reserve Country Club | Willoughby Golf Club |
| Gleneagles Country Club | Woodfield Country Club |
| Harbour Ridge Country Club | Wycliffe Golf & Country Club |
| John's Island Club | Zen Aesthetics |



The Breakers Ocean Fitness - Palm Beach, Florida



Broken Sound Club Spa - Boca Raton, Florida



Jupiter Hills Club Fitness - Tequesta, Florida

Club Spa and Fitness Association



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LONG TERM ATHLETIC DEVELOPMENT (LTAD)

By, **Bob Forman, MS, Exercise Physiology Director of Fitness and Wellness, Congressional Country Club**

The *Wall Street Journal* published an article a while back questioning whether or not professional golfers are working out too much and as a result were becoming more injury prone. Given the rash of reported injuries lately, you wonder if this could very well be the root cause. If you ask me, I'd respond with an emphatic "probably not."

Oh sure, there are some that are hitting the gym a bit too hard and too often and as a result are setting themselves up for overuse injuries. I'm sure this applies to some amateurs as well. Moderation is the key when it comes to exercising and more is not always better.

The article points out that most top golfers train with well-educated trainers, which helps them avoid the setbacks an unsupervised program can give rise to. That's great advice for all levels of golfers, as well as other recreational participants, who are seeking to physically improve their game.

Moderation is also a key factor in the amount of activity played. There's a consensus growing that most of the tour players that are having health issues today are doing so due to a culmination of what the article refers to as "specialization" or the participation of an individual in just one sport only.

In the past, kids growing up would participate in a variety of sports and activities. This usually was dependent upon the season (i.e. football and basketball in the fall and winter; baseball in the summer, etc.). Lately, however and perhaps due to what's perceived

as more intense competition, kids are picking up a sport early on in their development and sticking with just that one activity pretty much all year round.

The problem with specialization is that by participating in one activity, all the time, you're constantly using a particular set of muscle groups in a particular movement pattern. By doing so, you develop imbalances in your body that tend to cause misalignment in the muscles and skeleton. This musculoskeletal misalignment is the precursor to the litany of both acute and chronic sport injuries we're hearing about today. Misalignment also plays a huge factor in the development of arthritis, which often times increases the need for joint replacement.

We've been exposed to Tiger's golf upbringing going back to his debut on the Mike Douglas show at the very young age of 2 years. It's well known that Tiger basically ate, drank and slept golf throughout his young life. As a negative consequence of this specialized lifestyle, he has developed quite a laundry list of injuries that will probably pester him for the rest of his life. They may, if I may be so bold, even prevent him from winning another major.

I'm sure there are others like Tiger, both in the professional and amateur ranks, that are battling with constant injury. The evolution of specialization and the negative, orthopedic consequences are starting to surface and in time we'll probably be hearing more of these injury-plagued athletes. With this realization of what specialization is doing to us physically

Active Start	Males 0-6 Females 0-6	Learn FUNdamental movements and link them together in play
FUNdamentals	Males 9-12 Females 8-11	Learn FUNdamental movement skills and build overall motor skills
Learn to Train	Males 9-12 Females 8-11	Learn overall sport skills
Train to Train	Males 12-16 Females 11-15	Build aerobic base, develop speed and strength, further develop & consolidate sport-specific skills
Train to Compete	Males 16-23+ Females 15-21+	Optimize fitness preparation and sport-, individual-, and position-specific skills as well as performance
Train to Win	Males 19+ Females 18+	Focus on podium performances
Active for Life	Enter at any age	Smooth transition from an athlete's competitive career to a lifelong physical activity and participation in sports

comes the need for change in the way we approach athletic development.

That change is coming in what's called Long Term Athletic Development (LTAD) or a turning back of the clock to the 'ol days when as kids we played in a variety of activities. The intent is to help kids develop their basic movement skills like hopping, skipping, jumping, catching, dribbling, throwing, and hitting and kicking an object. The premise is that if a child develops all the basic motor skills, not entirely achieved with specialization, he or she will be better equipped to excel at any sport they choose to do at a later age.

LTAD identifies "windows of trainability" (see chart on page 8) where age-specific physical attributes such as speed, strength, stamina and mobility should be emphasized so as to capture and maximize their full potential. It also incorporates the development of sport-specific skills and is applicable to any sport. For golf, drills are often included that focus on putting, chipping, driving and the other facets of the game.

It appears Canada is big on LTAD, using it for their youth hockey development as well as other sports. The PGA of Canada has embraced it and the much needed developmental model is gradually making its way down into the States. It's something, as a parent, you should definitely consider as the long term benefits far outweigh those from specialization. More golf schools and academies are implementing the curriculum so it should be easier to find. The 1st Tee has an excellent program.

For us older kids, LTAD may not apply as much, but the need to maintain musculoskeletal balance does. It is crucial for decreasing the risk for injury and/or alleviating those aches and pains we already have. It'll also help you swing a more efficient golf club.

Get together with a certified Golf Fitness Instructor or Movement Specialist who can assess for imbalances and then customize a corrective exercise program based on your specific needs. It's a good idea to go through the physical screen periodically to ensure musculoskeletal balance is maintained as what you do both on and off the golf course will have an impact on body balance.

The rash of injuries we've been hearing about among the tour players isn't so much about what they've been doing lately, although it does play a factor. The good news is that we're learning from this specialization generation and doing something about it. Remember, everything in life is chronic and what was once old, is new again.

UPCOMING EVENTS and EDUCATION

For a complete 2017 education calendar listing visit csfassociation.com.

April 3

CSFA Workshop: Best Practices and New Evolutions in Private Club Fitness
Desert Mountain, Scottsdale, AZ

April 19

CSFA Workshop:
"Taking Your Fitness Center to the Next Level"
Army Navy Country Club, Arlington, VA

April 28

CSFA presents at the Wisconsin CMAA

April 29-30

CSFA Training: Active Isolated Stretching (AIS) Lower Body for Massage Therapists and Personal Trainers
Lost Tree Club, North Palm Beach, FL

June 4-5

CSFA Mid-West Regional Conference
Royal Oak Country Club, Dallas, TX

July 16-18

CSFA Regional Conference and Anniversary Roundtable
The Country Club at Mirasol, Palm Beach Gardens, FL & The Club at Admirals Cove, Jupiter, FL

Fall 2017

CSFA Western Regional Conference

**Events and locations subject to change. Please be on the lookout for specific times and updates via CSFA eblasts and at csfassociation.com.*



CSFA MEMBERS SAVE 15% ON EXOS TRAINING

EXOS is a leader in the field of human performance, a category it created more than 15 years ago. Today, EXOS employs more than 3,500 people in over 400 locations worldwide. With award-winning facilities, technology, and services, EXOS helps people take control of their health and performance so they can achieve what matters most to them. EXOS is trusted by hundreds of clients, including one-quarter of Fortune 100 companies, world champions in sports, and leaders in health care, military, and community organizations.

One of the areas that EXOS is most proud about is the continuing education programs offered to health and fitness professionals around the world. Providing in-person courses at EXOS facilities and at top training locations around the world, and online education available globally, EXOS takes great pride in sharing knowledge and learning with industry colleagues to help them raise their game, and to upgrade the performance of the athletes and clients they support.

EXOS courses guide trainers, strength and conditioning coaches, and physical therapists through the latest advancements and practices, and our continuing education is designed for sport and fitness professionals at any point in their careers. You'll gain the knowledge and confidence you need to develop high-impact programs and lead clients toward their best selves.

We're excited to offer members of CSFA a special 15% discount on all EXOS online education courses with **code CSFA15**. Looking to get started? We suggest our EXOS Performance Specialist Certification.

The EXOS Performance Specialist Certification is 24 hours of content focused on the EXOS training system for athletes and covers 14 practical sessions with 215+ movements. It features detailed coaching with an emphasis on instruction, feedback, error identification and correction, and cueing motivational and coaching science presentations to optimize movement skill learning.

You can always find the course that is right for you and your goals and use the **code CSFA15** for 15% off all of our online education courses at www.teamexos.com.

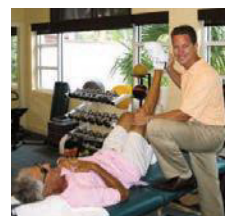


EXOS courses guide trainers, strength and conditioning coaches, and rehab specialists through the latest advancements and practices, designed for sport and fitness professionals at any point in their careers.

Start raising your game at teamexos.com/education
Use code **CSFA15** for 15% off any online course

PGA MERCHANDISE SHOW IN ORLANDO

Thanks to our Corporate Partner PGA Worldwide Golf Exhibitions, CSFA had a significant presence at this year's PGA Merchandise Show in Orlando. In addition to hosting the Golf Wellness Village on the trade show floor, CSFA provided a Golf Fitness education track for the conference.



On-Site Physical Therapy is a company specializing in providing Physical Therapy services within your Country Club community setting.

If you would like to find out more about us, visit our website at

on-sitept.com

or contact Brad Nolin at onsitept@yahoo.com or 561-632-2160.





CSFA and Lost Tree Club are proud to offer:



Saturday, April 29
9:00 am - 6:00 pm

Sunday, April 30
9:00 am - 6:00 pm

Active Isolated Stretching (AIS) Lower Body for Massage Therapists & Personal Trainers

presented by Bruce Baltz, LMT, BCTMB and Founder of SpiriPhysical

Lost Tree Club • Pelican House • North Palm Beach

Day 1 of this 2 day workshop (8 CEs) will focus on principles of AIS and the major muscles of the hips and lower back.

Day 2 (8 CEs) We will recap what we covered on Day 1. We will also add new stretches and shift our focus to the lower extremities.

NOTE: Day 1 is a pre-requisite to day 2. Only those that have trained with Bruce Baltz within the last 12 months, or register for day one, may register for day 2.

WORKSHOP PRICING:

CSFA Member: \$225

Non-Member: Please inquire about membership

- 16 CEs are accredited by NASM and NCBTMB
- Limited class size of 20 people

What to bring:

- Lunch
- Loose fitting clothing for stretching
- Massage table
- Paper and pen for notes



Bruce Baltz, founder of SpiriPhysical LLC and a founding member of Deep Freeze Team LLC. He is licensed massage therapist in the States of New York, Florida and North Carolina while maintaining his Board Certification in Therapeutic Massage & Bodywork. He is an internationally recognized educator with over thirty-seven years of experience in the fitness and bodywork industry. Bruce has developed Deep Tissue Healing; "The Art of Stone Massage" in 1999 and in 2004 started to offer Active Isolated Stretching (AIS). Bruce is a former Chair of the Board for NCBTMB.

Please click here to register: shopCSFA.com

csfassociation.com • 786-554-2933 • info@csfassociation.com • shopCSFA.com



Masters Degree "Future of Fitness Scholarship"

Now Accepting Applications!



Please see the details below for information about the degrees offered by CalU. You may also visit their website at www.calu.edu/go.

In an ongoing effort to redefine the standard of excellence of professional trainers in the Private Club sector, the CSFA and the California University of Pennsylvania (CalU) have joined forces to offer the "Future of Fitness" Scholarship, and it is available to all CSFA Members.

There are two different Master of Science Degree tracks & Seven Distinct Program Concentrations:

Master of Science in Exercise Science & Health Promotion:

- Performance Enhancement and Injury Prevention (Prepares students to take NASM's PES cert)
- Rehabilitation Sciences (Prepares students to take NASM's CES cert)
- Wellness & Fitness (Prepares students to take NASM's CPT cert)
- Wellness Coaching (Prepares students to earn WellCoaches Certified Health and Wellness Coach distinction)
- Sport Psychology

Master of Science in Sport Management Studies:

- Sport Management General Studies
- Intercollegiate Athletic Administration

Degree tracks are 36 credits, requiring 1 year to complete.

- The scholarship has a value of over \$25,000 and degrees are completed 100% online
- Students from all over the world will be participating in courses
- Fitness related degrees parallel NASM's curriculum while allowing students to dive much deeper into issues affecting personal training, performance enhancement, and corrective exercise
- CalU is ranked as having the nation's number 1 online education program in the country
- Degrees require between 20-40 hours of study per week

Scholarship finalists to be notified by phone and invited to interview for award at 2017 CSFA National Conference.

For additional information, please contact the CSFA at
786.554.2933

The CSFA is now taking applications for the CalU
10th Annual 2018 Scholarship.

Only one scholarship will be awarded.

All resumes, along with a brief summary of why you are applying for the scholarship, must be submitted to
The CSFA at
info@csfassociation.com,
by June 16, 2017.

SAVE THE DATE!

June 4 - 5, 2017



TEXAS LONE STAR CHAPTER
CLUB MANAGERS ASSOCIATION OF AMERICA



2017 CSFA Mid-West Regional Conference in conjunction with Texas Lone Star Chapter CMAA



June 4 - 5, 2017



Royal Oaks Country Club • 7915 Greenville Ave • Dallas, TX 75231



HOTEL INFORMATION:

The Westin Dallas Park Central
12720 Merit Drive • Dallas, TX 75251 • 972-851-2042

Reference - "Texas Lone Star Chapter CMAA June 2017"
for special conference rate of \$129

More Details Coming Soon at www.shopCSFA.com

Arizona Event

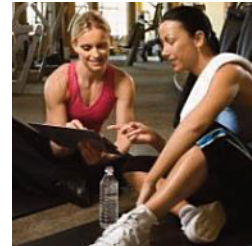
April 3, 2017



CLUB
MANAGERS
ASSOCIATION
OF AMERICA



Best Practices and New Evolutions in Private Club Fitness



Monday, April 3, 2017

Desert Mountain Club, Cochise Geronimo Clubhouse*, Scottsdale, AZ. 85262

7:30-8:30 AM — Fitness Center Tours (*Optional*)
at Sonoran Clubhouse*

8:00-8:50 AM — Light Continental Breakfast

8:00-8:30 AM — CMAA Chapter Meeting

AM EDUCATION SESSION

8:50-9:00 AM — Opening Remarks

9:00-10:20 AM
***How Investing in Wellness Can Increase Revenues
and Reduce Member Turnover***
Ray Cronin, Co-Founder Club Benchmarking

10:25-10:35 AM — Break

10:35-11:55 AM
Wellness Facility Renovation From A to Z: A Case Study
Jim Butler, PhD, GM Grey Oaks, Naples, FL

11:55-12:55 PM — Networking Lunch

12:55-1:05 PM — Remarks/Announcements

AFTERNOON EDUCATION SESSION

1:05-2:30 PM
***National Account Development Corporate/Golf Performance
& Country Club – How to Design an Award Winning, Revenue
Generating Golf Performance Program: A Case Study***
Marc Berry, LifeFitness

2:30-2:40 PM—Break

2:40-3:40 PM
Wellness Trends of the Future and How To Plan Today for Success
Steve Tharrett, Founder Club Industry Consulting,
Co-Founder Club Intel

3:40-3:50 PM — Closing Remarks

3:50-4:50 PM — Fitness Center Tours (*Optional*)

**Sonoran Clubhouse is 10 minutes from main entrance and
Cochise Geronimo Clubhouse is 20 minutes from main entrance
Please allow travel time*

Book your room now, space is limited:

Carefree Resort & Conference Center • www.carefree-resort.com

37220 Mule Train Rd, Carefree, AZ 85377

Please ask for the Desert Mountain rate when booking your hotel room.

CSFA & CMAA Members \$52 • Register at www.shopCSFA.com

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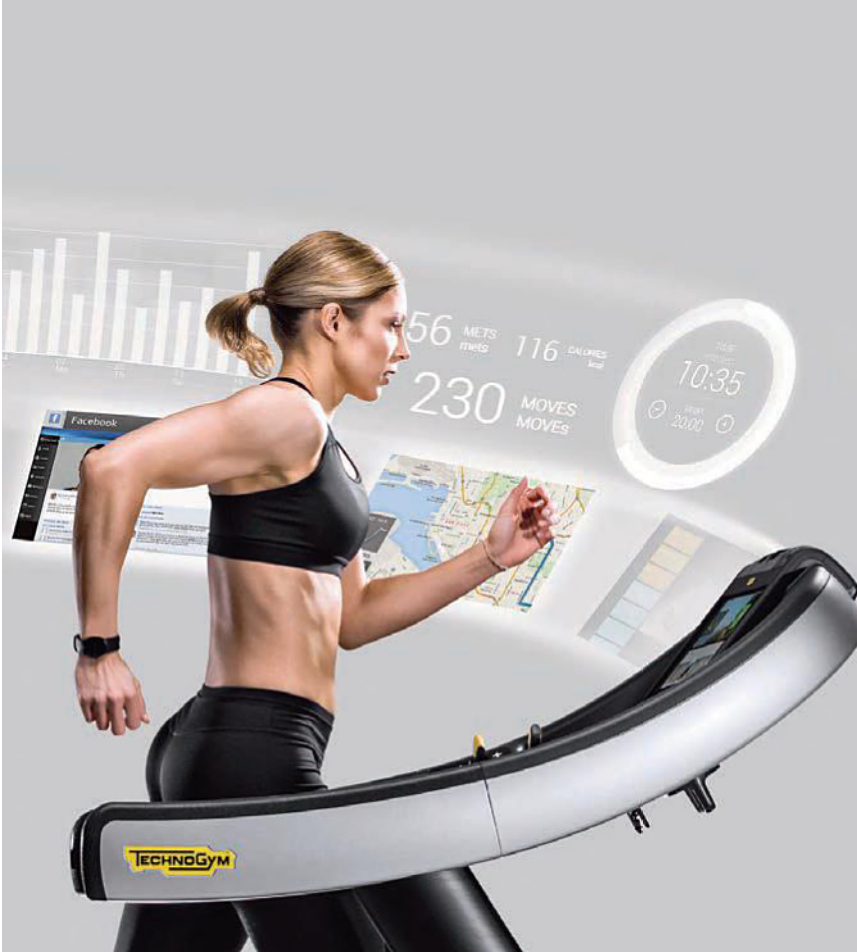
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