

CMAA marks 50 at Chicago meeting

A slide show of memories and all the hoopla that goes along with celebrating a half century in existence marked the Golden Anniversary of the Club Managers Association of America last month in Chicago — the city where it all began in 1927.

The CMAA went all out in the Conrad Hilton, showing the nearly 1,000 managers in attendance this conference would be one to remember. Outgoing national president Harry Gray played the master of ceremonies for the week-long tribute to the trade. There was even a theatrical salute to the association, which because of the poor sound system in the Hilton put most present in line for a good pair of earplugs.

It wasn't all pageant, though. There was some serious business and the CMAA got down to it at its annual business meeting. Twenty-four bylaw changes were proposed to the membership, and there were some definite disagreements between the leadership and the rank-and-file.

In the opening, the natural progression in the chain of succession occurred, as Josef Auerbach, Wichita (Kan.) Country Club, assumed the presidency as Gray left office. George Burton, Oak Ridge Country Club, Hopkins, Minn., moved up from his secretary-treasurer spot to the vice presidency. Burton was also chairman of the bylaws committee.

Hotly contested this year was the vacant secretary-treasurer post with a trio of veterans of the national board jockeying for votes. Unlike Auerbach and Burton, the three were non-country club men. Gene F. Gilmartin, Cleveland Yachting Club, Rocky River, Ohio; Whitney Travis, The Stock Exchange Luncheon Club, New York City; and Richard M. Worthington, The Commerce Club, Atlanta, were the three involved. Gilmartin faded in the first ballot, leaving Travis and Worthington on the second and the 57-year-old Travis the eventual winner.

Four spots were open on the board of directors with the retire-

ment of Mead Grady (Milwaukee Country Club), Travis' election as an officer, and two terms that had expired.

Reelected to the board was popular Oahu Country Club manager Richard Maynes from Honolulu, while three new faces joined the 10-man group. Dick Aubin, The Rockhill Tennis Club, Kansas City, Mo.; Richard Daley, Carlouel Yacht Club, Clearwater, Fla.; and C.C. "Doc" Watson, a force in the hosting Greater Chicago chapter from Sunset Ridge Country Club, Northbrook, all emerged from a crowded field of nine candidates.

As far as the bylaws were concerned, the speed of the membership here would not be as quick as it had in the elections. Burton attempted to get the membership to pass all proposals at once, but the motion was struck down abruptly. Even with that minor setback, the membership did pass 20 of the 24 issues without much discussion. The four that remained gained some close scrutiny and criticism and were all eventually defeated or tabled.

Proposition 3, which attempted to further "clarify" the definition of what a manager was, drew much opposition since the wording in it seemed to make the definition more vague. Jim Brewer, Los Angeles Country Club, voiced the loudest protest against this plan, and the membership was aroused enough to vote it down. Board member Ray Watts, Houston Club, tried to defend the proposal, stating that the change was being made to broaden the membership base into facilities that were indeed clubs, but were privately-owned operations and did not have a board of directors. The board prerequisite had been made many years before the industry changed. Regardless, Brewer and E.M. Fraser, St. Petersburg (Fla.) Yacht Club, told the board to "go back and do your homework."

Issue 6, which would allow provisional members leaving the business for a job in the commercial side to still receive assistance from the CMAA, was voted down. Another similar suggestion for allowing associate members to reenter the association was also stopped.

A plan to aid the chapters in

proposing new members through the use of a "request for membership application" was tabled. Former CMAA national president John Outland, now chapter secretary for the Texas Lone Star section, made it clear that the proposal, if adopted, would double the workload of the chapter people and further burden the national office with paperwork.

Awards were also in big supply, as Gray announced that two past presidents were being made honorary members of the CMAA. Jerry Marlatt, CMAA president in 1973 and now a director of the National Golf Foundation's club operation consulting service, and Charles E. Smith, CMAA president in 1965, were presented with gold membership cards.

More awards were handed out to the chapters themselves and their members. Chapter growth award was grabbed by the Arkansas Razorback chapter, which registered 30 percent growth over the last year, better than any of the 54 CMAA units. Chapter activities honors went to the Metropolitan chapter.

Individual awards started off in the Idea Fair competition with Robert M. Ward, Runway Bay, Bridgeport, Tex. winning the food and beverage category. In the party ideas competition, Michael S. Lockee, Country Club of Lincoln (Neb.) took top prize, while the country club ideas section fell again to Robert MacDougall,

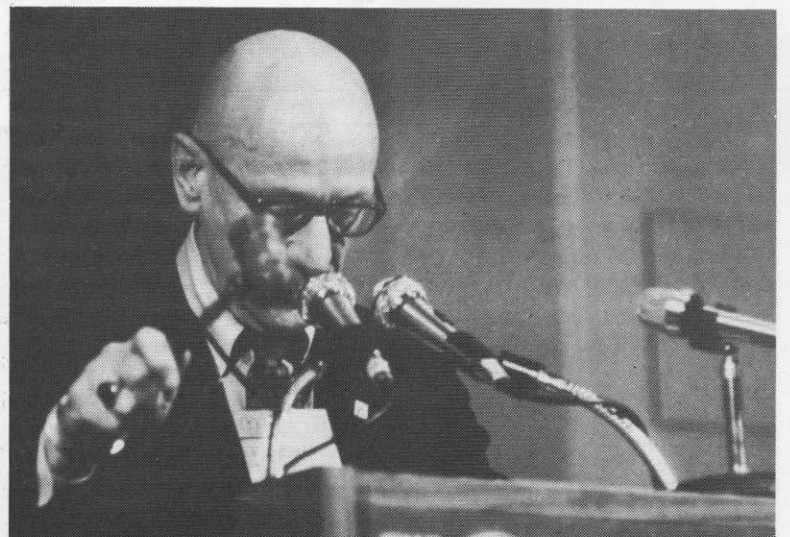
Pinehurst Country Club, Littleton, Colo. Management ideas award was won by Plato Neocleous, The Sutter Club, Sacramento, Cal.

Menu competition came in several categories with Peter Ditlev, Minnehaha Country Club, Sioux Falls, S.D., taking the special party menu award, while Richard Owens, Highland G&CC, Indianapolis won it for country club lunch, and Jim Ford, Berrien Hills CC, Benton Harbor, Mich., took country club dinner menus.

As always, the week leading up to the final business meeting was accented with education and CMAA Director of Education Paul Gomez gave the membership a wide variety of seminars to attend.

The most-talked-about session had to be the one conducted by Tony Marshall, associate dean at Florida International University, Miami. With a flair for the theatrical, Marshall's seminar on legal tidbits for the manager bordered on the risqué, but he got his points across on member liability and the law in general. His humorous use of audiovisual display also added a fresh touch to sessions which often bore audiences.

For example, Marshall emphasized how simple it is for the manager to lessen the chances for liability, by just posting signs around the clubhouse indicating impending danger. Stating it can save a club the hassles that go along with possible liability actions in court.



Outgoing CMAA national president Harry Gray gavel in the 50th annual conference at the opening session at the Conrad Hilton. Gray, club manager at Northwood CC, Dallas, presided over the week-long Golden anniversary event.



Bringing in a new year of leadership, new CMAA national president Josef Auerbach, Wichita (Kan.) CC, started his new term as head man in the association during the 50th annual conference in Chicago.

Earl Brooks, professor at Cornell University, spoke on management communications and supplied a number of concrete suggestions enabling the manager to better illustrate his program to his employees. Working with subordinates and communicating well with them was the focal point of Brooks' presentation. He made it clear that most management failures are based on a lack of clear-cut goals and a manager's subordinates understanding them.

Effective delegation of authority is probably the manager's greatest tool, according to Brooks. Most subordinates view their bosses as poor delegators and think the manager is too bogged down in trivial and secondary matters.

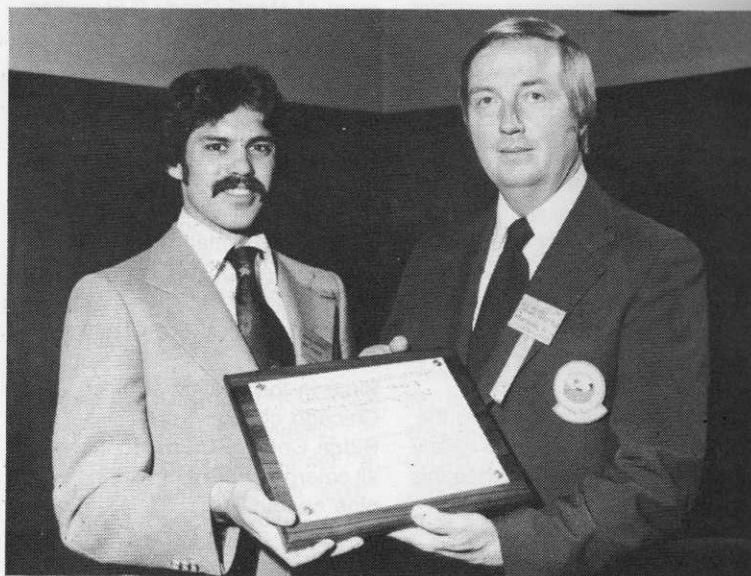
Roundtable sessions were also popular for learning about the problems of other managers and attempting to get answers for your

own. More than 100 attended the session for country clubs of medium size. There were also rooms set up for the manager at the large and small country club, all sizes of city clubs, military clubs, fraternal clubs, swim and tennis clubs, and yacht clubs.

Frank Valley, a "medium country club" manager in Tennessee, told how he cut food costs by buying his meat from a member who was also a purveyor. Most reacted that his situation was a unique one. Many managers showed concern over the energy cost squeeze. One manager pointed to a \$128,000 gas and light bill his Houston club totalled in '76, a 500 percent increase in costs over the last 2 years.

"Business starts with customers," said Florida International's Mike Hurst during his conference entitled "Food for Thought." Hurst noted managers with foodservices must have a commitment to excellence. It all starts with the employees, though, Hurst said. When interviewing prospective employees, gauge their personality traits. If they can sell themselves to you, then they should be able to sell your members or customers on your club and its service.

Management consultant Don Thoren gave an overview of different types of management techniques and suggested that managers could select which one would best suit their operation. Individual roundtable discussions later focused on a variety of topics, including: golf cars, decorating, laun-



Education was the keynote at the recent 47th Michigan Turfgrass conference at Michigan State University. GCSAA national president Ted Woerhle, Oakland Hills CC, Birmingham, Mich., presents a GCSAA scholarship to Craig Guernsey, an MSU student.

dry/linen, problems with ERISA, taxation, certification in the CMAA, what the National Club Association was up to, insurance, and computers.

Accounting target of NCA task force

One of the most confusing aspects of country club operations today is the various ways each facility handles its books. There seems to be no common denominator to club accounting.

Seeing the problem, the

National Club Association has recently gathered together some of the best accounting minds in the trade as a task force to combat this. NCA Prresident Milton Meyer, Jr., says the task force will draft guidelines to be issued by the subcommittee on accounting standards for nonprofit organizations of the American Institute of Certified Public Accountants.

PGA assistants get own national event

Keeping his pledge to establish more national events for all PGA members, President Don Padgett has announced the first annual national championship for club assistants this fall in Brockton, Mass.

Thorny Lea Golf Club will play host to the event, sponsored by local golf shoe manufacturer Foot-Joy. Dick Tarlow, president of Foot-Joy, has announced his firm will provide the total tournament purse of \$25,000.

Contestants from each of the 39 PGA sections are expected to compete in the 54-hole tournament, which will run September 28-30. Padgett has made it clear that more such events will allow many of the fine, young golfers in the association an opportunity to compete for national titles.

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